DOCUMENT RESUME

ED 247 420 CE 039 472

AUTHOR	Nagy, Mark C.; Gregory, Lynn W.
TITLE	Assessment of the First Year Impact. Pennsylvania's Customized Job Training Program, 1982-83. Final Report.
INSTITUTION	Nagy (Mark C.) Associates, Rosemont, PA.
SPONS AGENCY	Pennsylvania State Dept. of Education, Harrisburg. Bureau of Vocational and Technical Education.
PUB DATE	27 Feb 84
CONTRACT	83-4008
NOTE	187p.
PUB TYPE	Reports - Evaluative/Feasibility (142)
EDRS PRICE	MF01/PC08 Plus Postage.
DESCRIPTORS	Adult Education; *Entry Workers; *Improvement Programs; *Inplant Programs; Job Skills; *Job Training; On the Job Training; Postsecondary Education; *Program Effectiveness; Program Evaluation; Refresher Courses; Retraining; School Districts; Skill Obsolescence; Staff Development; State Programs
IDENTIFIERS	*Customized Job Training Program; *Impact; Pennsylvania

ABSTRACT

This report contains findings from a study to examine the impact of Pennsylvania's Customized Job Training (CJT) program upon clients (trainees), business/industry, local education agencies (LEAs), and local communities and the commonwealth. Chapter 1 details study purposes, design, and procedures. Chapter 2 presents a summary description of the 1982-83 CJT program that is derived primarily from information obtained from questionnaires completed by LEA contact persons. Twenty-three tables relate to descriptive data concerning the training project and the company; five tables illustrate the perceptions of the LEA contacts concerning project impact. Chapter 3 provides summary data from a trainee questionnaire. (Four tables are given.) Chapter 4 presents descriptions of 58 projects that provide three kinds of training--entry-level, upgrade with entry-level replacement, and upgrade for new technology--or a combination of training approaches. The final chapter is a review of the impact of Pennsylvania's CJT programs, based on the analysis in chapters 2 through 4. Four sections contain conclusions based on findings concerning impact on clients, business/industry, LEAs, and local communities and the commonwealth; a fifth briefly describes 18 projects selected as exemplary. Nine recommendations are made. Appendixes contain questionnaires and a listing of LEA contact persons. (YLB)

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FINAL REPORT

ASSESSMENT OF THE FIRST YEAR IMPACT
PENNSYLVANIA'S CUSTOMIZED JOB TRAINING PROGRAM
1982-83

(Contract Number: 83-4008)

Prepared by

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Rosemont, Pennsylvania

February 27, 1984

PENNSYLVANIA DEPARTMENT OF EDUCATION

Bureau of Vocational Education

Research Coordination Unit

for Vocational Education

CE 039 472

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ACKNOWLEDGMENTS

The research team thanks all of the local education agency contact persons and trainees who responded to the surveys.

Special thanks to George C. Werner, III, Executive Director, Governor's Economic Development Committee of the Cabinet, Harold Miller, Deputy Director for Policy Analysis, Governor's Office of Policy Development, and their staffs for background information and assistance in focusing the study; Frank Hanawalt, Coordinator, Adult Vocational Education, Bureau of Vocational Education, Pennsylvania Department of Education, for data sources and suggestions in the design of the study; Ralph Benson, Robert Harrison, and Lane Kemler, Chiefs of the Regional Field Services, Bureau of Vocational and Adult Education, for assistance in the development of the surveys; and especially to James P. Lewis, Educational Research Associate, Bureau of Vocational Education, for assistance in all aspects of the study.

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CHAPTER I

INTRODUCTION

Customized Job Training in Pennsylvania is an important element in the Commonwealth's program of economic development. Proposed by Governor Dick Thornburgh on February 9, 1982 and approved subsequently by the state legislature, the Customized Job Training (CJT) became operational on July 1, 1982. It is administered by a coordination team comprised of the Governor's Economic Development Committee of the Cabinet. Specifically, the team includes representatives of the Department of Education, the Department of Labor and Industry, the Governor's Office of Policy Development, and industrial development agencies which work with the Department of Welfare and Office of Employment Security.

During its first year of operation, July 1, 1982 - June 30, 1983, the state allocated approximately $1.9 million to Pennsylvania firms to add new jobs and upgrade existing ones through CJT.

PURPOSE OF THE FIRST YEAR IMPACT STUDY

The Research Coordination Unit for Vocational Education, Pennsylvania Department of Education identified Customized Job Training as a major area for further study based on its significance to economic development. Specifically, the RCU developed a comprehensive request for proposal for an assesment of the first year impact study of Pennsylvania's Customized Job Training Program. The RCU contracted with Mark C. Nagy Associates to conduct three major tasks that are included in this report. They are:

1) An analysis and investigation of specific outcome data from state personnel and documents relating to the clients served, effects on business and industry, the local education agency, and the community in general.

2) Provision via a random sampling technique of perceptions of selected clients regarding the Customized Job Training.

3) Identification of approximately twenty exemplary CJT programs and production of 1000 copies of a publication highlighting them.

The purpose of the assessment is to examine the first year operation of Pennsylvania's Customized Job Training Program to answer the following questions and subquestions:

Clients

1. Who were the clients served?
    a. What are their characteristics such as sex, race, age, public assistance, etc.?
    b. What was the employment status of the clients upon completion of the program as compared to their entry staus?

Business-Industry

2. What kinds of business and industries received awards?
    a. In which geographic region of Pennsylvania are they located?
    b. Why did they qualify for programs in terms of capital expansion? i.e. Are they new, relocated, expanded?
    c. How many jobs were added or saved by the programs?
    d. What were the effects of training completion upon staffing patterns? i.e. Did upgrades result in new opportunities at lower levels?
    e. What was the "ripple effect" - other jobs which might be created through business expansion or new business created by these programs?

Local Education Agency

3. What types of local education agencies were responsible for the customized training program?

a. Were their instructional staff upgraded?

b. Were their existing curricula used and/or expanded?

c. What physical facilities did the LEA use in implementing the training plan?

d. Did the LEA's improve collaboration with other businesses, industries, LEA's, government agencies, etc. as a result of funded programs?

Community

4. What effects did Customized Job Training Programs have upon communities in Pennsylvania?

   a. Were tax bases improved?

   b. Were related businesses or industries attracted to the area as a result of the training?

   c. What financial impact did the programs have upon the communities and Commonwealth?

Clients' Perceptions

5. What perceptions do a randomly selected sample of clients have relating to the customized job training programs?

   a. What is the perceived value of CJT in terms of their training, wages, type of job, etc.?

Exemplary Projects

6. Which programs, approximately 20, are exemplary in terms of the goals of Pennsylvania's CJT Program?

   a. What criteria for judging excellence are appropriate?

   b. What are the opportunities for adopting/adapting the most successful programs?

DESIGN AND PROCEDURES

The various steps involved in the prosecution of this assessment and the reasons they are essential are described below.

Review of Related Information

The initial stages of this assessment focus on information collected by personnel in the Pennsylvania Department of Education and the Office of Policy Development. This step was essential to determine: a) what knowledge is available on the subject b) what techniques were employed to conduct studies c) what problems are likely to be encountered in securing usable data d) what application do existing studies have for the current assessment and e) what pertinent questions relating to our assessment of the first year impact need to be investigated.

Through a series of interviews by the research team conducting the assessment with appropriate state personnel in Harrisburg and regional field offices, related information was identified and analyzed. The results are summarized as follows:

1. Information in the files of the Pennsylvania Department of Education for each of the 58 projects yielded data for the 1982-83 CJT programs as follows:
    a. Commonwealth of Pennsylvania, Department of Education, Budget Application, and accompanying proposal.
        (1) This shows the name of the firm, the local education agency, the purpose, proposed training budget, etc.
    b. "Attachment B" Customized Job Training Program Analysis for 1982-83

(1) This identified data for the project in seven areas. They are:

  (a) Firm
  (b) Local Eduction Agency
  (c) Reason for the Training Assistance
  (d) Training Information re: Individuals
  (e) Providers of the Training
  (f) Funding for the Project
  (g) Training Period

c. Occupational Enrollment Data Reports (Form DEBE 1056).

(1) This shows selected client data.

2. An Analysis of the 1982-83 Customized Job Training Program, November 29, 1983 conducted by the Office of Policy Development, indicated an assessment of companies' experiences with the program.

a. Overall satisfaction by the companies with CJT was:

Excellent	51%
Very Good	38%
Good	8%
Fair	3%
Poor	0%

3. Customized Job Training in Pennsylvania, A Progress Report, was published in February, 1984 with a joint effort by Governor Dick Thornburgh and Secretary of Education Robert C. Wilburn.

a. This document includes some project data from 1983-84 as well as 1982-83.

b. Viewpoints from firms are included as well as quotations from various persons involved in the CJT projects.

The data contained in the project files are major data sources and will be incorporated in this report. Access to companies was specifically denied to the research team for this impact study by the Pennsylvania Department of Education to minimize `red tape.´ Therefore, the reader is referred to the studies identified in items 2 and 3 above to obtain an added perspective based on viewpoints by the firms.

The Population

Each of the 58 Customized Job Training Projects for 1982-83 is included in this assessment. A stratified random sample of one in six trainees was chosen for data collection and treatment.

Collection and Analysis of the Data

Information contained in the files of the Pennsylvania Department of Education were the major sources of data. Specifically, a file for each project was created based upon the Budget Application, and accompanying proposal; the "Attachment B" Customized Job Training Analysis for 1982-83,andthe Occupational Enrollment Data Reports (Form DEBE 1056).

A comprehensive survey form entitled Customized Job Training Program: Local Education Agency Questionnaire was developed with the assistance of Pennsylvania Department of Education personnel in Harrisburg and the Regional Offices, Bureau of Vocational Education. The questionnaires were sent to each local education agency. Follow-up telephone calls were made to amplify and clarify responses, as well as to foster a greater percentage of return. A copy of the covering letter and the questionnaire form are shown in Appendix A.

Trainee data were collected by using a stratified random sample technique. One out of six trainees was chosen in the sample by using the DEBE 1056 form as the document for identifying trainees. The research team developed a survey entitled Customized Job Training Program: Trainee Questionnaire, with the assistance of personnel from the Pennsylvania Department of Education and the Office of Policy Development. A copy of the covering letter and the questionnaire are included in Appendix B. Of the 342 persons sampled, 131, or 38.30% returned the questionnaire. A follow-up postcard was sent to those who did not respond.

Procedures for Analyzing the Data

After creating a file for each project based upon data in the Pennsylvania Department of Education files, the local education agency questionnaires were developed, tabulated, and summarized. They form the basis of Chapter II.

Trainee information gleaned from a questionnaire that was developed, tabulated, and summarized serves as the basis for Chapter III. A case study based upon all available data was developed for each project. Chapter IV contains individual project descriptions of the 58 case studies.

Conclusions and recomendations, found in Chapter V, are based upon the findings recorded in Chapters II,III, and IV. Chapter V also includes an identification of 18 projects which the research team considers to be exemplary.

Definitions and Limitations

Definitions

The following definitions, as found in the Customized Job Training Program Guidelines for 1982-83, are used throughout this report. They are:

A. Customized Training Course is a program designed to provide a trainee with adequate skills and knowledge necessary to meet a firm's specifications for a particular occupation or trade. Each customized training course will consist of: (1) classroom instruction, or (2) in-plant instruction, or (3) on-the-job training or a combination thereof. Courses will be short term, generally no longer than six months in duration for any one trainee.

B. Entry Level Course is a customized training designed to provide a trainee with adequate skills and knowledge necessary to successfully obtain and retain an entry-level position within a certain occupational skill or trade.

C. Upgrading Course is a customized training course designed to provide current employees, who are not working to their full potential, with the skills and knowledge necessary to fill a higher vacant position within their firm.

D. Firm is any business, industry, or service industry planning to locate or already located in Pennsylvania.

E. Expanding Firm is a firm planning a net increase in the number of its employees in Pennsylvania.

F. Locating Firm is a firm beginning operations in Pennsylvania or expanding from another state into Pennsylvania, such that new jobs are created in Pennsylvania.

G. Department is the Department of Education.

H. Agency is an eligible education agency (EEA) as identified by the Department (not included in the Departmental definitions, but used throughout the study is the Local Education Agency [LEA]).

Limitations

The accuracy of the information provided in the various data sources constitutes a limitation. Reference is made in the case studies to instances in which statistics do not completely agree in related documents.

Since five of the 58 local education agencies failed to respond to the initial and follow-up requests for questionnaire return, a limitation is imposed. A 38.30% response to the stratified random sampling of the trainees also constitutes a limitation.

A further limiting factor was imposed on this impact study by the denial of permission by the Pennsylvania Department of Education to seek information from the participating firms.

In all respects, this research is limited to Pennsylvania's Customized Job Training Programs in 1982-83.

CHAPTER II:
CHARACTERISTICS OF THE 1982-83 CUSTOMIZED JOB TRAINING PROGRAMS

INTRODUCTION

The 1982-83 Customized Job Training Program was a collaborative effort between companies of the private sector and public sector local education agencies (LEAs). The research team was contracted to conduct an impact study of the Customized Job Training Program, but was not allowed to contact participating firms For this reason, our data base was limited to project documents in government files, and information elicited from participating local education agency personnel and training program participants.

In this chapter, we present a summary description of the 1982-83 Customized Job Training Program, that is derived primarily from information obtained from questionnaires that were completed by local education agency contact persons. The questionnaire, a copy of which can be found in the appendix of this report, elicited two kinds of information: descriptive or factual information concerning the training project and the company, and subjective perceptual information concerning the project's impact from the respondent's point of view. Tables 1 to 23 in Chapter II relate to the descriptive data, and the remaining tables illustrate the perceptions of the LEA contacts.

THE 1982-1983 CUSTOMIZED JOB TRAINING PROGRAM: OVERVIEW

There were a total of 58 Customized Job Training program projects. We received completed questionnaires concerning 53 of these. However, we have some information on all of the projects from program documents. This will be reflected in some of the data we present in this chapter, particularly concerning basic questions regarding who was involved and what the project was about. For example, we know that a total of 32 local education agencies were involved with the program. They included community colleges, area vocational-technical schools, school districts, intermediate units, and a private vocational school. Table 1 presents the names of the LEA's and the number of Customized Job Training projects with which they were involved.

TABLE 1
CUSTOMIZED JOB TRAINING PROJECTS PER LOCAL EDUCATION AGENCY

Local Education Agency	Number of Projects
Community Colleges	
Delaware County Community College	8
Northampton County Area Community College	7
Community College of Beaver County	2
Community College of Allegheny County	2
Harrisburg Area Community College	1
Bucks County Community College	1
Lehigh County Community College	1
Area Vocational-Technical Schools	
Lancaster AVTS	6
Mercer County AVTS	2
Central Westmoreland AVTS	1
Sun AVTS	1
A.W. Beattie AVTS	1
Clearfield County AVTS	1
Huntingdon County AVTS	1
Forbes Road East AVTS	1
Admiral Perry AVTS	1
Erie County AVTS	1
Lebanon County AVTS	1
Altoona AVTS	1
Juniata-Mifflin AVTS	1
Schuylkill County AVTS	1
Bucks County AVTS	1
Greater Johnstown AVTS	1
School Districts	
Gettysburg Area School District	1
Chestnut Ridge School District	1
Carlisle Area School District	1
Kane Area School District	1
Williamsport Area School District	1
Southeast Delco School District	1
Keystone Central School District	1
Intermediate Units	
Chester County Intermediate Unit	6

(Table 1 continued)

Local Education Agency	Number of Projects
Private Vocational Schools	
Pittsburgh Technical Institute	1
TOTAL PROJECTS	58

The projects were conducted in a total of 47 firms in Pennsylvania. Table 2 presents the names of the companies and the number of projects each was involved with.

TABLE 2
CUSTOMIZED JOB TRAINING PROJECTS PER PARTICIPATING BUSINESS

Participating Businesses	Number of Projects
Jamesway Corporation	4
Hill's Department Stores	3
R.R. Donnelly and Sons/K and B Printing	3
General Electric Company	2
Jones & Laughlin Steel Company	2
Maytown Shoe Mfg.	2
Shared Medical Systems	2
Pfizer	1
Volkswagen of America	1
Baker Instruments	1
Beavertown Weaving Mills	1
Ginter Welding	1
Computer Input Services	1
Mead Products, Inc.	1
Charles of the Ritz	1
Davey Environmental Services	1
Jones River-Dixie-Northern	1
Barnes and Tucker Company/Tanoma Coal Mine	1
Herr's Potato Chips	1
Mid Sportswear	1
Cannondale	1
CSC Security Company	1
James Spring and Wire Company	1
United Chem-Con Corporation	1
Emergycare, Inc.	1
UARCO (York Tape and Label)	1
Bethlehem Steel Corporation	1
New Corp Industries	1
Dutchway Farms	1

(Table 2 continued)

Participating Businesses	Number of Programs
TYK Swank Refractories Company	1
Lehigh Electronics, Inc.	1
K-B Aerotech	1
Union Switch and Signal	1
Hall Industries	1
Canoe Manufacturing Company	1
Blaw-Knox Equipment Company	1
Cement National Bank	1
Solar Energy Components, Inc.	1
General Kinetics, Inc.	1
J.K. Rishel Company	1
Chocolate Cornucopia	1
Lansdowne Steel and Iron Company	1
Sacred Heart Hospital	1
Avis Homes Corporation	1
Sun Refining and Marketing Company	1
The Dry Goods	1
Rabbit Software	1
TOTAL PROJECTS	58

The projects were distributed geographically throughout the state of Pennsylvania. Table 3 presents a frequency distribution of projects according to their telephone area code. These are:

412 (central and southwestern Pennsylvania)
814 (northwestern and west central Pennsylvania)
717 (northeastern and east central Pennsylvania)
215 (southeastern Pennsylvania).

TABLE 3
GEOGRAPHICAL DISTRIBUTION OF PROJECTS

Geographical Area/Area Code	Project Frequency
412 Area Code	10
814 Area Code	8
717 Area Code	15
215 Area Code	25
TOTAL PROJECTS	58

As we pointed out in Chapter I of this report, Customized Job Training Program funding was allocated for three kinds of training: entry-level, upgrade training for existing employees that would create new entry level positions, and upgrade training that would enable existing employees to adapt to new or altered technology, thus saving their jobs. Table 4 presents the distribution of projects that were funded for each of these kinds of training (and various combinations of training as well).

TABLE 4
KINDS OF PROJECTS

Kind of Project	Frequency
Entry Level Training Only	27
Upgrade-Creating new positions	10
Upgrade-Adapting to altered technology	5
Entry Level and Upgrade for Adapting to altered technology	3
Both Kinds of Upgrade Training	4
Entry Level and Both Kinds of Upgrade Training	9
TOTAL PROJECTS	58

BUSINESS CHARACTERISTICS

Companies that participated in the Customized Job Training Program were both privately and corporately owned; new and old industries; involved in high tech; creating new products, processes and concepts; and of various sizes. Table 5 presents a frequency distribution of the kinds of businesses represented.

TABLE 5
KINDS OF PARTICIPATING FIRMS

Kind of Business	Frequency
Manufacturing/Assembling	17
Research/Development/Manufacturing	1
Retail	8
Information Processing	1
Warehousing/Order Packaging	1
Service	5
Mining	1
Production/Sales	6
Heavy Metal Fabrication	5
Printing	3
Sawmill	1
Banking	1
Oil Refinery and Distribution	1
Unknown	7
TOTAL	58

In Table 6, we present a frequency distribution of the numbers of employees in participating businesses.

TABLE 6
NUMBER OF EMPLOYEES IN PARTICIPATING FIRMS

Number of Employees	Frequency
0-25	4
26-50	2
51-75	5
76-100	2
101-125	2
126-150	4
151-175	3
176-200	1
Over 200	20
No answer	9
Unknown	6
TOTAL	58

As part of our effort to learn about the participating firms, we asked the LEA contact person to check a list of qualities we thought might characterize them. Table 7 presents a frequency distribution of those characteristics.

TABLE 7
PARTICIPATING FIRM CHARACTERISTICS

Characteristics	Frequency *
Privately Owned	11
Corporately Owned	34
Employee Owned and Operated	0
New Industry	5
Old Industry	15
Expanding Within	17
Expanding to Other Facilities	21
Expeiencing Growth	30
New Ownership	4
Relocating to Pennsylvania	6
Relocating Within Pennsylvania	4
Experiencing Reorganization	0
High Tech	16
Creating a New Product	17
Introducing a New Process or Concept to the Industry	9

* Few of these qualities were mutually exclusive and most projects were characterized by more than one. Consequently the total is much greater than the number of projects.

THE TRAINING PROGRAM

The first step in becoming involved with Customized Job Training was becoming aware that the possibility existed. In our questionnaire, we asked how the firm became aware of the program. Table 8 presents the results of our findings.

TABLE 8
HOW PARTICIPATING FIRMS BECAME AWARE OF THE CUSTOMIZED JOB TRAINING PROGRAM

How Firm Became Aware of CJT	Frequency
Local Education Agency	26
Pennsylvania Department of Education Field Office	6
Local Chamber of Commerce	3
PIC/CETA	2
Local Education Agency and County Government	2
News Release	2
Office of Employment Security	1
State Brochure	1
Another Participating Company	1
Another Local Education Agency	1
Company "Keeps up on such programs"	1
No answer	2
Unknown	10
TOTAL	58

The second step in the development of a training program was to create a partnership between a local education agency and a company with training needs. Table 9 presents a frequency distribution of who initiated the proceedings.

TABLE 9
WHO INITIATED PROCEEDINGS FOR THE CUSTOMIZED JOB TRAINING

Initiator	Frequency
Local Education Agency	30
Company	20
Both	1
No Answer	1
Unknown	6
TOTAL	58

Once the project was funded, decisions revolved around the actual training. Table 10 presents a frequency distribution of who conducted the training.

TABLE 10
WHO CONDUCTED THE TRAINING

Conducted Training	Frequency
Local Education Agency Only	1
Company Only	22
Both Local Education Agency and Company	11
Outside Consultant only	4
Equipment Manufacturer only	1
Vendor only	0
Local Education Agency, Company and Outside Consultant	3
Local Education Agency, Company, Vendor, and Equipment Manufacturer	1
Company and Equipment Manufacturer	1
Company, Outside Consultant, and Vendor	1
Local Education Agency, Outside Consultant, Equipment Manufacturer, and Vendor	4
Company and Outside Consultant	1
Local Education Agency and Equipment Manufacturer	1
Unknown	7
TOTAL	58

Table 11 demonstrates the distribution of where training took place.

TABLE 11
LOCATION OF TRAINING

Training Site	Frequency
Local Education Agency facility	6
Company facility	36
Both LEA and company facilities	5
Rented facility	1
Company and local hospitals	1
LEA, company and vendor facilities	1
Company and local university facilities	1
No answer or unknown	7
TOTAL	58

In cases where the LEA was involved in the actual training, we asked various questions concerning their role. In Table 12, we present frequencies for their responses to those questions.

TABLE 12
LEA ROLE IN CJT TRAINING

LEA Role in CJT Training	Frequency
Used existing curricula	9
Developed new curricula	17
Hired new staff	10
Hired consultant for curricula development	7
Hired consultant to conduct training	13
Took advantage of lease purchase equipment of software (or donations of equipment from company) to expand their potential for future training.	6

ENTRY-LEVEL TRAINING

In Table 5, we showed frequencies of the three kinds of projects funded through the Customized Job Training program. As we demonstrated, there were actually six kinds, including various combinations of the original three. Of those, a total of 39 projects involved some entry-level training.

In Table 13, we present a frequency distribution of responses to the question of why the firm needed entry-level employees.

TABLE 13
FIRM'S REASONS FOR NEED FOR ENTRY-LEVEL EMPLOYEES

Reason for Entry Level Employee	Frequency
Expansion of facilities/Opening new branch	4
Relocating/Opening new facility in Pa. location	11
Starting production of new product requiring new skills	1
Start-up of a new business	2
Expansion of product line	1
To replace upgraded employees	6
To operate equipment already in a newly acquired plant	2
Business growth/Internal success	2
No answer	10
TOTAL	39

In Table 14, we take a look at what agencies were involved in the recruitment of entry-level trainees.

TABLE 14
AGENCIES INVOLVED IN RECRUITMENT OF ENTRY-LEVEL TRAINEES

Referral Agency	Frequency
Office of Employment Security	
Referral	20
Screening	17
Local Education Agency	2
Company	9
Union	1
PIC/CETA	1
OET	1
Classified Advertisements/Employment Agencies	1
Local Colleges/Computer Schools	1

For some positions entry-level trainees were required to have pre-requisite experience or education. Table 15 presents a frequency distribution.

TABLE 15
PROJECTS REQUIRING PRE-REQUISITES FOR ENTRY-LEVEL TRAINEES

Pre-requisite Requirements ?	Frequency
Yes	12
No	12
Unknown	4
No answer	11
TOTAL	39

Table 16 presents a distribution of the kinds of pre-requisites required for entry-level trainees.

TABLE 16
PRE-REQUISITES FOR ENTRY-LEVEL TRAINEES

Kinds of Pre-requisites	Frequency
Various educational requirements	6
That they be unemployed	2
Various requirements specific to the industry	2
Prior employment with the company	1
Dexterity test	1
Special certification	1
Prior experience with the industry	1

In Table 17, we present a frequency distribution of the numbers of entry-level trainees involved with each project.

TABLE 17
NUMBER OF ENTRY-LEVEL TRAINEES PER PROJECT

Number of Entry-level Trainees	Frequency
0-5	3
6-12	0
13-20	5
21-45	6
46-70	3
71-100	5
More than 100	6
Unknown	11
TOTAL	39

Table 18 presents the frequency distribution of the numbers of entry-level trainees who were hired by the firm.

TABLE 18
ENTRY-LEVEL TRAINEES WHO WERE HIRED

Number of Entry-Level Trainees Hired	Frequency
0-5	3
6-12	0
13-20	2
21-45	6
46-70	3
71-100	5
More than 100	5
Unknown	15
TOTAL	39

UPGRADE TRAINING

As we pointed out in the begining of this chapter, Customized Job Training funds were allocated for two different kinds of upgrade training: that which would result in the opening up of entry-level positions and that which involved retraining employees so they would be able to work with altered technology. The training in the latter case would result in saving current employees' jobs.

A total of 31 projects involved one or the other kinds of upgrade training. Table 19 presents the reasons given for upgrading employees.

TABLE 19
REASONS FOR UPGRADE TRAINING

Reason for Upgrade	Frequency
Expansion of facilities/Opening new branch	5
Starting production of new product requiring new skills	2
Start-up of new business	1
Expansion of product line	3
New process of product development	3
Need to operate newly acquired equipment	9
Business Growth/Internal success	2
To promote employees to higher positions	3
To educate Supervisors Re: New jobs for entry-level employees	1

Twenty-three projects involved upgrade training that would result in the opening up of entry-level positions. We assumed that such upgrades (unlike the others) would probably involve salary increases and job title changes. Table 20 presents the frequency distribution of such upgrade changes.

TABLE 20
RESULTS OF UPGRADE TRAINING TO CREATE ENTRY-LEVEL POSITIONS

Results of Upgrade Training	Frequency
Job title changes	22
Salary increases	20

The results of our survey of LEA contact persons indicate that in 18 cases (of the 23 projects involving this type of upgrade training) new employees were known to have been hired to replace those who had been upgraded. Table 21 shows frequencies of the numbers of new employees hired to replace upgrades.

TABLE 21
NUMBER OF NEW EMPLOYEES HIRED TO REPLACE UPGRADES

Number of Employees Hired	Frequency
0-5	3
6-12	6
13-20	2
21-45	1
46-70	1
Unknown	5
TOTAL CASES	18

Table 22 shows the source of recruitment of new employees who were hired to replace upgrades.

TABLE 22
SOURCES OF NEW REPLACEMENT ENTRY-LEVEL EMPLOYEE RECRUITMENT

Source of Recruitment	Frequency
Unemployment rolls	1
Local area	5
Company	4
Office of Employment Security	2
BES	1
Colleges/Computer schools	1
No answer	4
TOTAL CASES	18

Twenty-one projects involved upgrade training for new technology that would save the jobs of current employees. Table 23 presents a frequency distribution of the nature of altered technology requiring the training.

TABLE 23
NATURE OF ALTERED TECHNOLOGY

Nature of Altered Technology	Frequency
New contract/New market/New product or service	3
Upgrade of equipment requiring retraining	6
New facility/New equipment requiring retraining	6
Expansion of company into new areas	3
Unknown	5
TOTAL CASES	23

The questionnaires that formed the basis for information presented in this chapter were sent out in November, 1983 and received in December, 1983. As of that time, according to the LEA contact persons who responded to the questionnaires, 20 projects continued to employ all of the individuals they had trained through the Customized Job Training Program. For another 20 projects, there has been no LEA followup concerning whether the trainees are still employed. For the remaining 18 projects, there is no information as either the respondent declined to answer the question, or we received no questionnaire concerning the project.

The preceding portion of this chapter has dealt with questions on the LEA questionnaires that were primarily descriptive or factual. In this section, perceptions of the impact on the Community and LEA are reported based on responses of the LEA contact persons.

COMMUNITY

In Table 24, perceptions are given as to the ripple effect the CJT projects had on the local communities.

TABLE 24
RIPPLE EFFECT ON LOCAL BUSINESS COMMUNITY

Ripple Effect	Frequency
No known ripple effect	24
No answer	11
Expanded/Created new facility/new jobs	5
Unknown	7
Has generated business for other local firms or the LEA	4
Revitalized mall	2
Yes, specifics not known	2
Firm will train more new employees with its own funds	1
Another firm moved to Pa. with it	1
Answer inappropriate for question	1
TOTAL	58

Although only 15 of the responses indicated a ripple effect, 41 of them cited a positive effect on the local community. In Table 25, the reasons are given.

TABLE 25
EFFECT OF CJT ON LOCAL COMMUNITY

Type of Effect	Frequency
Expansion and New Hires	26
Yes, No Specific Reason	3
Revived Local Economy	2
Retention of the Business	2
New Firm/Employees in the Community	2
Saved Jobs	2
Confidence in Firm/Creation of Related Jobs	1
Unique Service to the Community	1
Building Had Been Vacant	1
Awareness of Need for More Training Programs	1
TOTAL	41

In addition to the effects shown in Table 25, respondents felt that four related firms were attracted to the community and probably two others as a result of the CJT programs.

With regard to a perceptible financial impact on the local community and Commonwealth, 40 respondents replied affirmatively for the reasons shown in Table 26.

TABLE 26
TYPE OF FINANCIAL IMPACT

Type	Frequency
Hiring Unemployed/Increasing Wages of Upgrades	14
No Specific Reason	7
Maintained the Tax Base	5
Capital Expansion of the Facility	4
Generated Business in the Area	3
New Facility Created to Accommodate New Business	3
Additional State and Local Income Tax	3
Reopened a Closed Facility	1
TOTAL	40

EFFECTS ON LOCAL EDUCATION AGENCY

When asked if there were changes in secondary or post secondary curricula offerings, 11 of the respondents answered yes. Only five gave specific reasons which were 1) Learning experience for the LEA -3, 2) Upgraded specific certification program, and 3) New unit/course.

Increased knowledge of local business operations and needs were perceived by 40 of the respondents, and 36 felt it changed relationships, apparently in a positive way, with local firms.

Partnerships or collaboration with other businesses, industries, LEA's, government agencies, etc. were improved in 35 of the 38 projects. Eleven cited specific examples as follows:

4	With PIC/OJT
4	Served as Referral Source

2 With Private Sector

1 Provided Other Types of Training

Forty seven of the LEA contact persons responded that the LEA had done something to insure that the firm was living up to the terms of its contract. In Table 27, examples are shown.

TABLE 27
WAYS THAT LEA´S INSURE CJT CONTRACTS WITH FIRMS

Type of action	Frequency
On-site Visit/Follow-up	31
No Specific Reason	8
Obtained Assurance Statements	3
Meetings, Certified Letters, etc.	3
Enrollmemt Forms/Follow-up Calls	2
TOTAL	47

An encouraging response was given to continued involvement of the LEA´s with CJT. Forty four of the LEA contact persons indicated that the LEA plans to continue to participate in customized job training programs.

The job title of the LEA contact person, the percent of time devoted to CJT, and the percent of time given to all types of training programs are shown in Table 28. It is apparent from the data that the percent of time devoted to training programs had a positive relationship to the number of CJT programs operated in 1982-83.

TABLE 28
LEA CONTACT PERSONS, BY TITLE AND TIME ALLOCATIONS

Title	Frequency	% CJT	% All Types of Training
Dir, Center for Dev. of Hum. Res	8	61-75	76-100
Dir, Bus. and Ind. Programs	7	41-60	76-100
No Answer	7	-	-
Dir, Youth Emp. Programs	6	61-75	76-100
Coord, Special Programs	5	26-40	76-100
Director of Development	2	11-25	76-100
Assistant Director, AVTS	2	11-25	76-100
Executive Director, AVTS	1	41-60	76-100
Adm. Ass't., Adult and Post Sec. Ed.	1	11-25	76-100
Supervisor, Adult Education	1	11-25	76-100
Coordinator, Adult Education	1	11-25	76-100
Not Specified	1	0-10	76-100
Director AVTS	1	0-10	76-100
Coordinator, Adult Education	1	41-60	61-75
Director, Fed. and State Prog.	1	0-10	61-75
Not Specified	1	0-10	61-75
Chairperson, Comm. College	1	11-25	41-60
Vice President, Tech. Inst.	1	0-10	41-60
Coordinator, Federal Program	1	0-10	11-25
Not Specified	1	0-10	26-40
Industrial Arts Instructor	1	0-10	11-25
Superintendent	1	0-10	0-10
Assistant Director, AVTS	1	0-10	-
TOTAL	53		

The names, titles, addresses, and telephone numbers of LEA contact persons, for each project, are listed in Appendix C.

This chapter has presented a picture of the Customized Job Training Program as seen primarily by the LEA contact persons who responded to the questionnaire. Most of the questions dealt with have been of a relatively factual and objective nature. It provides an overview of the projects as a whole, and leads to Chapter III, "Training Program Participants."

CHAPTER III

TRAINING PROGRAM PARTICIPANTS

The focus of this chapter is upon summary data derived from a response to a stratified random sample of trainees. The source document for identifying trainees in each project was the Occupational Enrollment Data Report, (Form DEBE 1056).

SURVEY PROCEDURES

The following procedures were developed and adhered to in gathering information from the trainees.

1. No trainees were able to be identified or included for which a DEBE 1056 form was not a part of the Pennsylvania Department of Education files.
2. Any person who did not compelete the training was eliminated from further consideration.
3. Any nonresident of Pennsylvania was excluded because the CJT funded programs are for Pennsylvanians. (Although nonresidents can be trained in a funded program, the firm must pay the proportionate costs.)
4. The sample was stratified in that each of the projects were included.
5. A random sampling technique identified one in six of the Pennsylvania trainees who completed the program.
6. The research team, with the assistance of personnel in the Department of Education, developed a survey entitled Customized Job Training Program: Trainee Questionnaire. A copy of that instrument and the covering letter are included in Appendix B.

7. Mailing labels for the selected survey group were prepared from the data contained in the DEBE 1056 forms.

8. The covering letter, questionnaire, and a stamped return #9 envelope were mailed first class in a #10 envelope.

9. As shown in table 4.1, 342 or 17.52% of the 1952 trainees were sent questionnaires.

10. A follow up personal post card was sent from the research team seeking a return.

SURVEY RETURN

Of the 342 surveys sent, 131, or 38.30%, of the trainees responded.

Table 29 shows the number of trainee responses to questionnaires by project number and firm.

TABLE 29

NUMBER OF RESPONSES TO TRAINEE QUESTIONAIRE BY PROJECT NUMBER AND FIRM

Project Number	Firm	No. of Trainees on 1056	No. in Sample	No. of Returns
97-3010	Pfizer	73	13	4
97-3012	Volkswagon of America	25	4	2
97-3013	Baker Instruments	27	6	1
97-3017	Beavertown Weaving Mills	16	2	2
97-3019	Jamesway Corp.	88	15	4
97-3020	Hills Department Store	0*	0	0
97-3025	Maytown Shoe Co.	4	1	1
97-3026	General Electric	14	2	1
97-3029	Ginter Welding	11	1	0
97-3030	Computer Input Services,Inc.	32	10	4
97-3031	General Electric	11	2	0
97-3032	Mead Products, Inc.	23	4	1
97-3033	Hills Department Store	116	19	5
97-3036	Charles of the Ritz	111	20	10
97-3037	Davey Environmental Services	12	2	1
97-3038	James River-Dixie-Northern	24	6	4
97-3039	Shared Medical Systems	28	5	2
97-3041	Barnes and Tucker C.	12	2	1
97-3042	Herr's Potato Chips	6	1	1
97-3043	Maytown Shoe Co.	25	4	1
97-3044	Mid Sportswear, J&L Fashions, Inc., Miss Sherri, Inc.	30	5	3

(Table 29 continued)

Project Number	Firm	No. of Trainees on 1056	No. in Sample	No. of Returns
97-3045	Cannondale	7	1	1
97-3046	CSC Security Co.	10	2	0
97-3047	K & B Press	10	2	0
97-3048	James Spring and Wire Co.	3	1	1
97-3049	United Chem Con	27	4	1
97-3050	Emergycare, Inc.	31	6	3
97-3053	UARCO (York Tape and Label)	8	2	1
97-3056	Shared Medical Systems, Inc.	12	2	0
97-3057	Hills Department Store	162	27	11
97-3058	Bethlehem Steel Corp.	18	3	3
97-3059	Jamesway Corp,	141	24	6
97-3060	K & B Press	7	2	0
97-3061	New Corp Industries	12	2	1
97-3062	Jamesway Corp.	64	10	2
97-3063	Dutchway Farms	72	12	7
97-3064	TYK Swank Refactories Co.	39	7	3
97-3067	Lehigh Electronics, Inc.	29	5	2
97-3068	K-B Aerotech	0*	0	0
97-3069	Jamesway Corp.	68	10	3
97-3070	Union Switch and Signal	21	4	3
97-3071	Hall Industries, Inc.	2	1	0
97-3072	Canoe Mfg. Co.	110	17	7
97-3073	Blaw-Knox Equipment, Inc.	5	1	0
97-3074	K & B Press	3	1	0
97-3075	J & L Steel	71	12	2
97-3076	Cement National Bank	5	1	0
97-3077	Solar Enegy Components, Inc.	9	1	0
97-3078	General Kinetics	16	3	1
97-3079	J.K. Rishel Co.	15	2	2
97-3081	Chocolate Cornucopia	6	1	0
97-3082	Lansdowne Steel & Iron Co.	34	9	7
97-3083	Sacred Heart Hospital	0*	0	0
97-3084	Avis Homes Corp.	42	7	7
97-3085	Sun Refining and Marketing Co.	55	9	4
97-3086	The Dry Goods	110	19	3
97-3087	Rabbit Software	20	5	4
97-3089	J & L Steel	20	3	2
	TOTALS	1952	342	131

* No 1056 Forms for these projects are in the Department of Education Files

ENROLLMENT IN PROJECTS

Although the name of the trainee was not included on the survey forms, a specific project number, company name, and kind of training was written in by the research team. The initial question posed was "Were you enrolled in the training program noted above? ____Yes ____No." Of the 131 responses, 96, or 73.28% responded yes. Thirty five, or 26.72%, responded no. The negative responses may be reflective of poor performance and/or poor communication by the company. It is possible that the training was conducted and the trainees were not informed that it was a CJT program. In either event, the data suggests the need for further monitoring by the Local Education Agencies of the firms' implementation of CJT projects.

Since those responding "no" were advised in the survey to return the questionnaire without completing the other items, additional data are limited to those who responded affirmatively.

PERSONAL CHARACTERISTICS

According to the responses of the 96 trainees, personal characteristics included the following.

1. Sex - 47 males, 49 females
2. Race - 81 white, 7 black, 7 Hispanic, 1 Asian Eskimo
3. Age - 28 18-25
   27 26-35
   21 36-45
   15 46-55
   4 56-65
   1 over 65

KNOWLEDGE OF TRAINING PROGRAM

Table 30 indicates where the trainees heard of the CJT opportunity.

TABLE 30
INFORMATION SOURCE ABOUT TRAINING AVAILABILITY, AS INDICATED BY RESPONDENTS

Source	Frequency
Firm	67
Office of Employment Security (OES)	19
Friend	5
Newspaper	2
Welfare Office *	1
High School Counselor	1
Store Window	1
TOTAL	96

* Usually, this office refers clients to OES for job information

EMPLOYMENT STATUS

Prior to taking part in the customized job training program, 59, or 61.46% of the trainees were employed. Thirty seven, or 38.64% were unemployed. Table 31 identifies the length of time the unemployed were out of work.

TABLE 31
LENGTH OF UNEMPLOYMENT BY TRAINEES PRIOR TO CJT PROGRAM

Time Span	Number of Trainees
Less than 1 month	3
1 - 3 months	8
4 - 6 months	5
6 months - 1 year	9
more than 1 year	10
never worked before	1
no reply	1
TOTAL	37

Those who had worked previously were primarily employees of the firms who were involved in upgrade or learning new skills to retain their jobs.

PERCEPTIONS OF TRAINING

Respondents were asked to check one or more of six items relating to the help received by the training. That information is summarized in Table 32.

TABLE 32
VALUE OF TRAINING RELATING TO JOB ACCORDING TO RESPONDENTS

Training Helped:	Number of Trainees
Get a Job	17
Keep a Job	28
Get a Better Job	20
Improve Job Performance	59
Other	12
None of the above	11

Comments under "Other" included remarks such as "useless until robot comes", "gained self confidence to get another job", "not using all skills in present position", and "still training."

With regard to the need for more training, the 96 respondents indicated the following:

8 Yes, A Lot

32 Yes, Some

13 Yes, A Little

38 No

5 No Response

Many of those responding "No" indicated that no more training was needed for their current jobs.

The perceptions of quality of the training experience of the 96 respondents yielded these data:

16 Excellent

58 Good

17 Okay

4 Poor

1 No Response

When asked if the training helped them get better pay, the 96 respondents answered:

42 Yes

53 No

1 No Response

The "no" responses in many instances contained information about salary changes that in fact showed wage or salary increases. It is possible that the compensation practices of the firm provided for an automatic increase of some type irrespective of the training.

CONTINUATION OF EMPLOYMENT

After completing the training 94 or 97.92%, of the trainees received a job with the firm. At the time of the response to the questionnaire, which ranged from 6 - 18 months after training completion, 74 or 77.08% remained employed with the firm. Various reasons given for no longer working with the company were "laid off", "objection to schedule change without consulting me", "sick child", "return to college", "felt I could do something more challenging", and "took a job I like better." The majority of those no longer employed by the firm left by their own choice.

ADDITIONAL COMMENTS

Provision was made for the respondent to make additional comments about the training experience. Among the positive remarks were:

"Best training program I've ever been involved with. Many of our area companies would benefit."

"Future of basic industries depends upon training like this."

"Effective-related to job at hand, not theory."

"Glad the state gave me an opportunity to learn the J & L A-Line."

Negative comments were also made such as:

"Just stuck you on the job and let you learn yourself."

"Second time in past three years I was used in one of these so-called training programs."

"Never had CJT - unemployed last year and returned to place of employment."

"Good important info, thrown in too fast."

"What does salary question have to do with it?"

The comments tend to be in the range of expectations for this type of survey. However, further monitoring of CJT programs by the local education agencies and/or state officials responsible for customized job training may help insure better programs.

Information included in this chapter and the preceding one are part of the individual project descriptions which follow in Chapter IV.

CHAPTER IV
INDIVIDUAL PROJECT DESCRIPTIONS

INTRODUCTION

The 1982-83 Customized Job Training Program Guidelines specify three kinds of training: Entry-Level, Upgrade with Entry-Level Replacement, and Upgrade for New Technology. Of the 58 projects that were funded for that year: 27 were for Entry-Level training only; 10 were for Upgrade training with Entry-Level replacement only; 5 were for Upgrade training for New Technology only; 3 involved a combination of Entry-level and Upgrade training for New Technology; 4 involved both kinds of Upgrade training; and 9 involved all three types of training.

In this chapter, we present descriptions of each of the 58 projects. The projects are grouped according to the kinds of training they provided.

Data for these descriptions were from various sources including project documents (cover pages of project proposals, 1056 forms, "Attachment B" reports submitted by sponsors); surveys conducted among local education agency contacts (Chapter II); and a sample of participating trainees (Chapter III). This chapter is a comprehensive picture of each project based upon all of the information concerning it that was available to the research team.

ENTRY LEVEL TRAINING ONLY

Twenty-seven of the 1982-1983 Customized Job Training Programs involved entry-level training only. One of these, 97-3083, was approved for funding but was not implemented. Of the remaining twenty-six projects, ten were retail establishments, one for a manufacturing company with an attached retail establishment, eight (one company had two entry-level training projects) for manufacturing companies, one for a saw mill, one for a construction company, one for a bank, one for a security guard service, one for a warehouse/distribution center, and two for (the same) provider of information services and delivery systems to the health care industry. Geographically they were distributed throughout the state.

97-3013: Baker Intruments
Greater Johnstown Area Vo-Tech School

According to the proposal, the program provides entry-level training for a three month program for assembly technicians and a six month program for test technicians.

Allocated for the program was $53,764 at an average cost of $1920 for 28 trainees. A total number of 520 hours of training was provided in a 13 week period. The firm recruited and screened the trainees with no assistance from the Office of Employment Security or the LEA. According to the LEA contact, all 28 of the trainees were hired by the firm.

Baker Instruments is a corporately owned firm with over 200 employees expanding within Pennsylvania. It is involved with high technology and has created a new unspecified manufacturing process. Its capital expansion in the Lehigh Valley Industrial Mall necessitated the additional hiring, and subsequent customized job training. The LEA contact made them aware of the state CJT program through a presentation.

Of the six trainees sampled, one returned the questionnaire with the comment "I am an experienced electro-mechanical assembler! I applied at Baker for a position and was hired. I was not involved in a training program!" The LEA contact indicated, however, that they conducted a follow-up of the program and that 28 trainees are still employed at Baker Instruments.

According to the LEA contact, the capital expansion affected the local community by broadening the tax base and providing employment in the new facility. Although initiated by the LEA, the training was conducted by the firm at its site. Through the project, the LEA became more aware of business operations and the firm became cognizant of the LEA's capabilities to provide further training. As a result of the funded program, the firm became a referral source for the LEA to other businesses and industries.

97-3019: Jamesway Corporation
Lancaster County Area Vocational-Technical School

The purpose of the training was to prepare approximately 90 individuals for six different positions at the Jamesway Discount Department Store opening in Lancaster, Pa.

The state allocation for the program for entry-level positions was $12,334. Of the 94 who were enrolled at an average cost of $131, 88 completed the training and were hired. The Office of Employment Security was involved in both the referral and screening processes. In addition, the Private Industry Council and the local CETA, now JTPA, office assisted. There were no pre-requisites for the entry-level trainees.

Jamesway Corporation is a corporately owned retailing business which is experiencing growth, including expansion in Pennsylvania. It employs betwee 126 and 150 persons at the Lancaster site. Jamesway became aware of the Customized Job Training Program through the Regional Field Office.

Of the 15 questionnaires sent to the 88 trainees identified on the 1056 form, four were returned. One of the four, a white female, age 56-65, indicated participation in the training program. She was employed before and after the training at $3.35/hr., and heard of the program through the company. She rated the training as poor and left the firm to take a job she "likes better." Although the other 3 respondents indicated that they were not involved in a customized job training program, the LEA contact indicated that it had monitored the program. Furthermore, the LEA contact indicated that the trainees were hired.

The training was conducted by the firm. The LEA contact person feels that the project benefited the community because Jamesway located in an entire mall that had been closed previously. Jamesway brought "life to the area" and its expansion will probably result in new businesses locating there. If so, the tax base will be restored and new employee salaries will be generated. The LEA contact felt that the project improved partnerships with other agencies since it is used with others as an example of CJT programs.

97-3020: Hill's Department Store
A.W. Beattie Area Vocational-Technical School

According to the proposal, the purpose of the training was to provide employment for unemployed and welfare recipients from the area after the training program. The training program [illegible]s designed to provide trainees with skills and knowledge necessary to meet a firm's specification for a particular job.

The program was allocated $19,113 for 150 trainees, an average of $128 per trainee. Because of the pre-requisite of training unemployed persons only, the Office of Employment Security was involved in the referral and screening. According to the LEA contact, all of the 150 trainees were hired by the firm, but the LEA has not conducted a follow-up. Since no 1056 forms were included in the files of the Pennsylvania Department of Education for the project, information relating to sex, race, etc. is not available.

Hill's Department Store is a corporately owned firm from Massachusetts expanding to Pennsylvania. The firm became aware of the CJT program through the Regional Field Office.

As noted previously, no 1056 forms were included in the state files. Since that form is the source document for trainee identification, no sampling of trainee responses was possible.

The training was conducted solely by the firm at its site. Previous training programs used by the firm were incorporated in this project. Two visits were conducted by the LEA to insure compliance with the contract. The project had a positive effect on the local community by having a new store and the hiring of unemployed persons. According to the LEA contact, the LEA had familiarity with business operations, and positive relationships with other businesses prior to the training. He indicated, however, that this project led to the LEA's assistance with another company in customized job training.

A major concern was noted by the LEA respondent relating to state funding procedures. He commented:

> I had trouble with the final payment to Hill's. The state expected the school to pay the balance and get a reimbursement from the state. My Board of Directors balked at this and refused to do it. The state should not expect the LEA to use any of its own money.

97-3029: Ginter Welding
Clearfield County Area Vocational-Technical School

The purpose of this project was to train employed maintenance and repair welders to become welder/fitters in a new business activity of manufacturing vehicular trailers for business, industry, agriculture, and personal usage customers. Trainees are expected to become lead employees as the manufacturing work force expands.

Originally planned for eight persons, this project retrained five white male employees at an average cost of $1056, according to state records. The LEA noted, however, that 6 persons were trained. Over a 12 1/2 week period, 500 hours of instruction were provided to the trainees, who were screened and referred by the Office of Employment Security.

Ginter Welding is an existing, privately owned, manufacturing company, that is expanding within Pennsylvania by creating a new product. The firm, which has less than 25 employees, learned of the CJT program through the Office of Employment Security.

The person included in the sample failed to return the questionnaire. Since the LEA did not conduct a follow-up, no data exist regarding employment after training.

Conducted by the firm at its site, the program involved specialized training planned by the company. The impact on the community was increased employment resulting in more cash flow and taxes. The LEA increased its knowledge of local businesses and improved its relationships with other businesses, industries, etc. Because the project was successful in providing new jobs, the LEA is interested in submitting additional proposals.

97-3033: Hill's Department Store
Forbes Road East Area Vocational-Technical School

The purpose of this program was to provide employment for unemployed and welfare recipients from the area after training programs. The training program is designed to provide trainees with skills and knowledge necessary to meet the firm's specifications for a particular job.

Allocated for this entry level program was $20,217. 116 people were trained at a cost of $174 per student. Included among the trainees were 87 white females, six black females, 19 white males, three black males and one Asian male. They were referred and screened by the Office of Employment Security for entry level training for a new business start-up. No follow-up has been done by the LEA since the final 1056 form was submitted to the PDE.

Hill's is a corporately owned department store employing 100-125 individuals. It is an old establishment experiencing new growth. They have been opening new stores in other areas since 1976. There was no reference to how they heard about the program.

Five of the 19 persons included in the sample returned responses, with one indicating non-participation Three respondents (one black female age 18-25, one white female age 18-25, and one white female age 46-55) all previously employed, heard about the training from the Office of Employment Security. One white female age 26-35 heard about the training through the company. Two of the respondents felt the training helped them keep their jobs and improved job performance. The other two respondents felt the training helped them get a job. All four trainees were hired on a part-time basis after completing the training but one resigned later for personal reasons. Each of them rated the training as good although one added the comment, "I think we should've got computer training."

Hill's initiated the training and conducted it at their site. The LEA respondent indicated that "continuous on site observations" were made, and that the LEA gained knowledge of start-up operations. Benefit to the community was derived by increased employment, and the experience led the LEA to be interested in further CJT proposals.

97-3036: Charles of the Ritz
Northampton County Area Community College

The purpose of the training was shown on the proposal with the explanation that Charles of the Ritz is investing $9,500,000 in the construction of a new warehouse/distribution center in Mt. Pocono, Monroe County. This will replace the services currently being offered in the Holmdel, New Jersey Center. All employees required training prior to the opening of this facility in order for it to be 100% operational on its start-up, effective April 15, 1983.

This program was allocated $245,073 for entry level training of 120 people at a cost of $2,042 per person. The training was for ten weeks for a total of 334 hours. The LEA contact person indicated that 80 persons were trained and that they were hired by the company after training was completed. The only prerequisite was that the training would be for various categories. The participants were referred by and screened by the Office of Employment Security. Follow-up by the LEA shows that the 80 people are still employed full time.

Charles of the Ritz is a corporately owned firm involved in warehousing and order packaging of cosmetics lines. It is an established firm experiencing growth and is expanding facilities by relocating to Pennsylvania. The firm was made aware of the program by LEA representatives who went to New York to make a presentation. A "ripple effect" was created when a security company serving the New Jersey Office of Charles of the Ritz opened an office in Pennsylvania and plans to expand.

Fifty percent of the sample responded. Out of the ten respondents five are female (one black, one Hispanic, three white ranging in ages from 18-45). Four white males (ranging in ages from 26 to 45) and one person who was not enrolled in the program. The areas of training were: one clerical, four Operator Trainee, three Processor and one Supervisory. Of the nine who were enrolled six had been unemployed and three were working full-time with the company. Seven of the trainees found out about the program through the company and two from the Office of Employment Security. All of the respondents were hired by the company and are still working there full-time. Seven of the respondents said the training was good with one saying it was mandatory by the OES in order to get the job. One respondent, who rated the training as poor, said training was a waste, "I did not learn anything pertaining to my position, it was all on the job training." Another rated the training as poor but said the manuals were good.

The training was initiated by the LEA. The LEA and firm conducted the training at a rented facility. A new curriculum was developed, but no new staff was hired. Consultants were hired to help develop curricula and implement the training plans which took about eight weeks to prepare.

The CJT affected the community by providing new jobs. A security company was attracted to the area because of the new facility. The new facility added $9.5 million in capitalization to the area. This program increased the LEA's awareness of the industry. It also made the local industries aware of the LEA's training capibilities. The LEA served as a refferal source and plans to continue to participate in CJT programs.

The LEA contact person feels that this project would qualify for exemplary status because it included setting up a model facility in which the training was conducted. The program included classroom, simulation and on the job training to the totally new work force of the company. The program was deemed an outstanding success.

97-3039: Shared Medical Systems Corporation
Delaware County Community College

The purpose of the program was to train entry level employees needed as a result of a new facility and business expansion at corporate headquarters in Malvern, Pennsylvania.

The state allocated $41,129 for the program to train 30 individuals for entry level positions at a cost of $1371 per person. The programs ran for six to 16 weeks, a total of 1660 hours, and actually enrolled 28 persons. Recruitment methods were not identified in any of the documentation. Prerequisites for the training were a high school education, with accounting, data processing, or hospital training considered to be "a plus."

Shared Medical Systems Corp. is a new industry which provides comprehensive, integrated, information services and delivery systems to the health care industry. It employs over 1900 people, and is experiencing growth by expanding within, and to other facilities. Its client base is over 600 hospitals nationwide. It is a high tech firm and is creating a new unspecified product. The firm was made aware of the program when a representative of the community college contacted them.

Two of the five trainees in the sample responded to a questionnaire. One was a white female, the other a male Hispanic, both in the age group 18-25. They were employed full-time before participating in the training, and heard about the program through the company. The participants felt that the training improved their job performance, and one needed the training to keep his job. Both participants are still working full-time for the company, at the same rate of pay, in the same positions. They both rated the training as good.

The training was initiated by the LEA, and the training was conducted by the LEA, firm, and outside consultant at the firm's site. A new curricula was developed and new staff was hired for the implementation of the training plans which took two weeks to develop. Consultants were hired to help develop the curricula and implement the training.

This CJT project affected the community in that new employees were hired from the local area. Annual salaries of the 28 employees will total about $450,000. The project did not increase the LEA's knowledge of local business operations, but the LEA is viewed as a future training resource.

Since the implementation of this training project, Shared Medical Systems Corp. has filled its new facility. It has created additional jobs by renting space at an adjoining corporate park.

97-3043: Maytown Shoe Manufacturing Company, Inc.
Lancaster County Area Vocational-Technical School

The purpose of this program was to provide entry level training for 20 to 36 custom shoe makers.

Although the state allocated $26,881 to the project, only $10,141 was expended at an average cost per trainee of $317. Of the 32, 25 completed the training according to the 1056 forms submitted to the Pennsylvania Department of Education.

Maytown Shoe Mfg. Company, Inc. is a privately owned company expanding within Pennsylvania. The firm employs between 51 and 75 persons, and is creating a new product, custom shoes.

One of the four persons included in the sample responded to the questionnaire. The white female, age 26-35, heard about the training from a friend who told her the company was hiring. She felt that the training helped her keep her job, improve her job performance, get better pay, and made her aware of things she didn't know. After the training, she worked for the company for a few months, then took a maternity leave. She considered the training to be excellent and commented "I think the training program was one I will never forget, it helped me a lot."

The trainees were referred and screened by the Office of Employment Security, as well as the Private Industry Council and CETA (now JTPA) office. Satisfactory completion of a short elementary test was the only pre-requisite for the course. All trainees were put on the company payroll at the inception of the training. Although the LEA contact person observed employees on the job, it did not conduct a follow-up to see if trainees are still employed there.

According to the LEA contact person, the project benefited the community by maintaining and creating new jobs as well as maintaining the tax base. The firm, which was referred to the Vo-Tech school by the Private Industry Council, conducted the training in its facility. An improved partnership with the Private Industry Council and the Lancaster County A.V.T.S. resulted from the project.

97-3044: Mid Sportswear, J & L Fashions, Inc., Miss Sherri, Inc.
Gettysburg Area School District

According to the proposal, the purpose of the project was to train power sewing operators to supply the local employers with the needed operators to expand and or maintain the present level of production.

The state allocated $16,272 for the project, but $12,056.02 was expended, an average cost of $256 for each of the 47 trainees enrolled. Fourteen weeks of training included a total of 420 hours between January 31,1983 andApril 29, 1983. Instruction was provided by company employees only. According to the 1056 forms submitted to the Pennsylvania Department of Education, 24-30 completed the course and 24 were hired by the firm.

Three of the five trainees included in the sample returned the questionnaire. All are white females, one age 18-25, the other two, age 36-45. One heard initially from the Welfare Office which referred her to the Office of Employment Security. The other two heard directly from the OES. All three were unemployed, with one having been laid off by her employer. She had been out of work for four to six months, and the others were unemployed for more than a year. Two indicated that it helped them get a job. One had to quit because her child became sick and the "babysitter would not help her." The other no longer works there because she "couldn't get along with the foreman." The third person worked for two months in a sewing factory but hurt her back and "would like to find a job that does not hurt my back." Ratings by the trainees of the training experience were two excellent and one good.

The Local Education Agency did not respond to the questionnaire or telephone requests for information. Apparently the LEA contact person is no longer with the agency and no one could provide the needed data. Since three firms were apparently involved with the project according to records in the

Pennsylvania Department of Education, it is possible that positive partnerships were developed.

97-3046: CSC Security Guard Service
Northampton County Area Community College

The purpose of this program was to provide classroom training, on-the-job training and advanced periodic training for 30 entry level security guards.

Although $8,823 was allocated for the program to train 10 people at a cost of $882 per person, the LEA contact indicated that five people were trained. These five unemployed persons were referred and screened by the Office of Employment Security.

CSC Security Guard Service is a privately owned business. It is experiencing growth and is expanding facilities into Pennsylvania. They became aware of the program through the LEA representative after another CJT company (Charles of the Ritz) made the referral. CSC Security Service was starting a new business in Pennsylvania to help meet the security needs of a new firm, Charles of the Ritz.

Neither of the two persons in the sample responded to the participant questionnaires. Information from the LEA contact person indicated that the five persons who were trained were employed by the firm.

The training was initiated by the LEA and conducted by the firm at its facility. No new curricula was developed and no new staff or consultants were needed. The LEA has had follow-up contact with company representatives through on site visits.

The impact on the community was the employment of five new people. The LEA increased its knowledge in this area and this program could serve as a model for training for other security services elsewhere. Increased awareness for local businesses that the LEA can deliver training programs has resulted from the program.

97-3049: United Chem-Con Corporation
Chester County Intermediate Unit #24

The purpose of this program was to train 40 individuals for Electronic Assembler positions for United Chem-Con Corporation's, Lancaster plant. The objective of the program was for entry level training for local candidates in the procedures, systems and methods used in United Chem-Con.

The program was allocated $57,904 for the training. Twenty seven people were trained in four classes over 22 weeks for a total of 2940 hours at acost per student of $2,114. The Office of Employment Security referred and screened candidates from the ranks of the unemployed. The firm's personnel department also did some recruiting and screening. Aptitude and skills for respective positions were some pre-requisites. According to the LEA contact person all trainees are employed full time by the firm.

United Chem-Con is corporately owned and does heavy-metal fabrication. This company has over 200 employees and is expanding within and to new facilities in Lancaster and Renovo, Pa. This expansion makes it necessary to provide entry level training for new employees. The firm became aware of the program through the LEA contact.

One of the four trainees included in the sample returned the questionnaire. This white female between the ages of 36-45 was unemployed previously. She had not heard about the training but just applied for a job. The training helped her get a job with United Chem-Con. After the training program was completed she worked full-time as an assembler at $3.60/hour. She has since been laid off and feels that after getting good training it is too bad she doesn't have the opportunity to use it.

Although the program was initiated by the LEA, the training was done by the firm and an equipment manufacturer at the firm's facility.

This program affected the local community of Renovo by creating jobs for local unemployed residents. It also made the public aware of depressed economic conditions in the area and helped revive the local economy. The program increased LEA's knowledge of local business operations and improved relationships of LEA and local businesses. The LEA has done monitoring of site and some auditing to see that the firm is meeting the terms of the contract.

97-3053: UARCO Corporation (York Tape and Label)
Lebanon County Area Vocational-Technical School

The purpose of this program was to upgrade train ten Press Operators on the new Mark Andy Printing Press which produces custom pressure sensitive business forms.

This program was allocated $26,092 and ran 20 weeks for a total of 800 hours. Eight candidates from within the company were selected to be trained how to operate new high speed web presses at an average cost per student of $3,261. The LEA contact states that the employees job titles changed and salary was increased after training. He states that some new employees were recruited from job service. The report also claims that the eight trainees are still employed full-time by the company.

UARCO Corporation is corporately owned and employs 51-75 people. The firm prints labels. They are experiencing capital expansion and plan to do additional training with private funds. Awareness of the program came through the LEA and Pennsylvania state brochure.

A response was received from one of the two persons included in the sample. This white male between the ages of 26-35 states that he was unemployed and found out about the training through a newspaper adver-tisment. He took the training to get a job and was employed as a Flexo Pressman at $6.00/hour full-time after training was completed. He still works with the firm as a supervisor of Flex Press at $7.50/hour. This trainee felt that the training was excellent. He stated "this is the best training program I have ever been involved with. Many of our area companies would benefit greatly from this type of program."

The training was initiated by the firm and was conducted by the firm and the LEA at the firm's facility. Addition of new jobs and building expansion helped the local community. The LEA presents CJT programs to the Lebanon

Chamber of Commerce and prospective business expansions. A closer relationship between LEA and local businesses was developed. The LEA plans to continue with CJT programs to promote the local economy.

Plant visitations were done by the LEA to insure the firm was meeting the terms and conditions of the contract. According to the LEA contact person, the "firm plans to train additional employees for expansion with private funds."

97-3056: Shared Medical Systems Corporation
Delaware County Community College

The purpose of this program was to train new employees and upgrade current employees in the areas of computer programmers, system analysts, operators and managers because of expansion of facilities and services.

The state allocated $12,422 to train 13 people at a cost of $955 per student. Our information shows that 13 trainees completed the program and were hired by the firm. Out of this number three had been unemployed and six were underemployed. No information was available as to who selected the trainees. A pre-requisite of an Associate or Bachelors Degree in Computer Science or Data Processing was required for the training.

Shared Medical Systems Corporation is the leading provider of comprehensive integrated, information services and delivery systems to the health care industry. It is a high tech facility, employing over 200 people. This new industry is experiencing growth from within and is expanding its facilities. It has filled its new facility and is renting space in an adjoining corporate park creating addional jobs. They became aware of the program when the community college contacted them.

Neither of the two trainees included in the sample returned the questionnaire, therfore, no trainee input is available.

The LEA initiated the program and the training was conducted by the LEA, firm, and outside consultant. Computer assisted instruction took place at the firm and Drexel University in Philadelphia. This program affected the local community by hiring new employees from local communities. The annual salaries of the 13 graduates approximately $208,000. The program did not increase LEA knowledge of local business operations. It did foster positive relationships between the LEA and local businesses. This LEA will continue to participate in

CJT programs.

Meetings and enrollment reports have helped the LEA insure that the firm is meeting contract requirements.

97-3057: Hill's Department Store
Carlisle Area School District

According to the proposal, the purpose of the training was to provide employment for unemployed and welfare recipients from the area after the training program. The training program is designed to provide trainees with skills and knowledge necessary to meet a firm's specifications for a particular job.

The state allocated $19,062 for the training of 164 persons, an average cost of $116 each. Beginning on March 28, 1983 and ending on April 30, 1983, the training included six hours/week with programs varying from 1/2 to eight weeks. According to the 1056 forms, 162 persons were trained and subsequently hired. The Office of Employment Security was involved in the referral and screening processes.

Hill's Department Store is a corporately owned firm that is experiencing growth by expanding to other facilities, and relocating to, and within, Pennsylvania. Hill's learned of the program through the "State Education Office."

Eleven of the 27 persons included in the sample returned the questionnaire, with two of them noting that they had not been involved in the program. Eight of the others, all white females, were in the same age range, 18-25. One, a female Hispanic, was in the 46-55 age range. Five heard of the training from the Office of Employment Security, two from the company, one from OES and the company, and one from a boyfriend. Six were unemployed, and three employed at the time of the training. Of the unemployed, one was out of work for less than one month, one from one to three months, one from four to six months, two from six months to a year, and another for more than a year. Eight of the nine felt that the training helped them get a job, keep a job, get a better job with the company, or improve job performance. Most checked more than one choice and one checked all four. Three of the five trainees who still work there rated the training as good, excellent, and okay respectively. Three who are not working there judged the training experience as good and one rated it okay. Reasons cited for leaving are "returned to college," "disliked the job...I'm now training at OIC," and "they did not even try to help me learn what I was to do." One left for a full-time job.

Training was conducted by the LEA and firm at the firm's facilities using existing curricula and consultants. Development of the training plans took one week. According to the LEA contact person, the program provided help for the unemployed, and introduced new money into the area. The project helped increase the LEA's knowledge of local business, especially by creating rapport between businesses and the district's distributive education program. The LEA contact person monitored the program for compliance and plans to continue with further CJT programs if needed. He commented, "It did the job that tax funds were intended to do in the communities."

97-3059: Jamesway Discount Department Stores
Bucks County Area Vocational-Technical School

According to the proposal the purpose of the training was to prepare approximately 120 individuals for six different retail occupations within Jamesway Discount Department Stores, who will be opening a new location in Cornwall Heights, Pa. The objective of the program was to train entry level, local candidates in the proceedures, systems, and methods used in Jamesway Stores. The successful trainee will be able to execute his or her duties with minimal direction and supervision once the store opens for business and the visiting instructors leave.

The approved CJT grant was $18,073 for 141 trainees, an average cost of $128 each. Training began on March 21,1983 and ended on April 25, 1983, providing 1400 hours of training, two weeks for one class and three weeks for 11 classes. Instruction for this entry level program was conducted solely by the company's employees. Of the 141 students, all but two were unemployed. They were 106 white female, five black females, and 30 white males.

Jamesway Discount Department Stores is a corporately owned, retail sales business that is expanding to a new facility in Pennsylvania. There are several other CJT programs that Jamesway conducted in the Commonwealth in 1982-83. Because the LEA contact person failed to return the questionnaire or respond to telephone requests, data for this project are limited.

Six of the 24 persons included in the sample responded. Two of them indicated that they were not enrolled in the program. One noted, however, that "I taught myself in stock work at Jamesway. The only thing that I was able to do is learn how to operate a cash register. I don't know why you sent me this questionnaire because I was canned one week after I was hired..." Three of the four trainees who responded are white females, age 18-25, 36-45, and 46-55, assigned as cashiers. The other, a female Asian Eskimo, age 46-55 received security training. Two had been unemployed for 6 months to a year, one had been unemployed for more than a year, and the other was working as a cashier when the training began. The four persons receiving the training considered it to be good (2), okay, and poor. Although all four were hired by the company, two have since quit. One noted, "I objected to schedule changing without consulting me. I quit." The other noted, "conditions and new job/better hours/wages/conditions/appreciation."

Further information relating to this project is not available because the LEA contact person failed to respond to the questionnaire and telephone requests.

97-3061: New Corp. Industries
Kane Area School District

The purpose of this training program was to prepare workers in all job categories necessary to operate a new saw, rough and lumber seasoning mill in Kane, Pennsylvania.

This program was allocated $6,770 for the entry level training of 23 trainees at an average cost of $294 each. Of the 23 enrolled, 12 completed the training and were hired by the company. Trainees were recruited and screened by the LEA from their vocational agriculture program and the Office of Employment Security. All 12 of those completing the program had been unemployed. The firm heard about the programs through the Regional Vocational Consultant.

The company, New Corp. Industries, is a new business which is corporately owned. The saw mill dimension of this business expects to have 25-50 employees when it reaches its full man-power level.

One of the two trainees included in the sample responded. This white male, between 18-25 years of age, was unemployed and heard about the training through the company. He felt the training helped him get a job and improved his job performance. He was hired as a Re-Saw Operator at $4/hour after training was completed. He no longer works for the company. He was told he was being laid off until new equipment came in and also because he was not working fast enough. He feels that this was not true, and that one boss did not like him and wanted to get rid of him. He felt that the training was good, however.

After initiating the proceedings, the LEA retained an outside consultant for training at the Kane Area School District. The training plans took five weeks to develop with the help of a marketing forester from the Department of Environmental Resources. The LEA increased its knowledge about local businesses. In this instance, the firm is from Italy and they now "feel very friendly and cooperative toward the school system." The LEA contact person noted that the project had some setbacks but that the firm is now getting a good start. He estimated that "approximately 100 jobs will be created as a result of the new mill-forest workers in the field." As to further participation in CJT projects, the LEA contact person noted that it must be a board decision.

97-3062: Jamesway Discount Department Stores
Chester County Intermediate Unit #24

The purpose of this program was to train approximately 120 people in seven different retail occupations for a new Jamesway Department Store opening in Kennet Square. The object of the program is to give entry level training to local candidates in the procedures, systems, and methods used in Jamesway stores.

A total of 64 individuals, all unemployed, enrolled and completed the training. The make-up of the 64 trainees was: seven black females, 44 white females, four black males, and nine white males. The amount allocated for this program was $19,650. The average cost per trainee was $307 and the program ran three to five weeks for a total of 1400 hours.

The Jamesway Discount Department Stores are a corporately owned business conducting retail sales. They have over 200 employees and are expanding to a new facility in Kennet Square. They became aware of the program through the LEA.

Two out of the ten trainees contacted for the sample responded. Both were white females between the ages of 18-25. One was unemployed and heard about the training program from a High School Guidance Counselor. The other respondent was working as a checker/marker at Jamesway during the time of training. The respondent who had been unemployed before training was hired by the company as Department Head of Sporting Goods at $3.50/hour after training. She is still working for the firm in the same position at $3.60/hour. She feels she could use a little more training but her training was okay. The second respondent continued as a checker/marker at $3.35/hour when the training was completed. She is still working for the firm and was changed to a Key-Rec secretary at $4.25/hour. She feels that she could use a little more training and that the training was okay. Her feeling about the training was that the information given was good and important, but too much and too fast which was confusing. The best training was "on hand experience."

The firm initiated the program and conducted the training at its facility. The affect on the community was new jobs and training for local citizens. The LEA felt that the programs increased their knowledge of local business operations and that a firmer link was established between education and the private sector.

97-3063: Dutchway Farms
Chester County Intermediate Unit #24

According to the proposal the purpose of the training was to prepare 66 individuals for ten different occupations for Dutchway Farm Market which will be opening a new store in Christiana, Pa. The objective of the program was to train entry level, local candidates in the procedures, systems, and methods used in Dutchway Farms.

The state allocated $17,495 for the training of 73 persons, an average cost of $243. According to the "Attachment B" figures of the Pennsylvania Department of Education, 73 persons completed training and were hired in sales, stock, meat cutting, and as cashiers. All were unemployed prior to the training according to the state 1056 form. Although the LEA contact person indicated that the training took place, the seven respondents of the 12 persons in the sample noted that they were not in a CJT program. It is conceivable that the firm failed to communicate the training program to new employees, but there are no data to substantiate that belief. The LEA contact person noted that the Office of Employment Security was involved in the referral process, and that the store recruited trainees independently. He stated also that the LEA conducted a follow-up of training procedures and facilities.

Dutchway Farms is a privately owned, retail grocery sales business that is experiencing growth. The firm became aware of the CJT program through a contact by the LEA. The firm developed a training plan in two months and implemented it at the firm's location.

The LEA respondent felt that the community benefited from the new jobs. He stated that the LEA's knowledge increased of the types of employees required by the private sector, and that the project established a link between education and local businesses.

97-3069: Jamesway Discount Department Stores
Bucks County Community College

According to the proposal the purpose of the training was to prepare approximately 100 individuals for six different retail occupations for the Jamesway Discount Department Stores which will be opening a new location in Warrington, Pennsylvania.

Allocated $20,484 by the state, the program trained 62 persons at an average cost of $330. Training began on February 7, 1983 and ended an March 5, 1983 and provided 1360 total hours. The "Attachment B" figures indicate that 50 unemployed persons and 12 underemployed persons were hired as entry level employees by the firm.

Jamesway Discount Department Stores is a corporately owned retail outlet relocating to Pennsylvania. The firm heard of the CJT program from the Middle Bucks Vo-Tech School. Although the Office of Employment Security was not involved in the referral process, they assisted in the screening of trainees. Also assisting in recruiting and/or screening was the Bucks County Office of Employment and Training.

Three of the ten persons in the sample responded. One who had been listed on the 1056 form as a security trainee indicated non-participation. Two others a white female, age 18-25, and a white female age 26-35 indicated training in the Layaway Dept. and as a Cashier, respectively. The former, who had been unemployed for 6 months to a year heard of the opportunity in a newspaper. The other had been employed by Jamesway for 20 hours per week. Neither of the two persons continued working there, one having been laid off, and the other who "felt that I could do something more challenging." Both considered the training to be good, and one added "for learning the training concepts, which were difficult, the pay should have been better because of the amount of responsibility."

The CJT program, according to the LEA contact person, affected the local community in that the building had been vacant, therefore the tax base increased. She noted also that there have been inquiries from related businesses or indications that others may be attracted towards the area as a result of the Jamesway relocation. Although the firm conducted the training at its site, the LEA contact person stated that the development of training plans took 50-60 hours of paperwork and 40 hours of administration.

With regard to future participation by the LEA the contact person responded "maybe" and added these phrases about the CJT program:

- Wasn't cost effective for LEA
- Doesn't think guidelines are realistic re:expenses allowed
- College lost money (administration can't be over certain arbitrary percentage)
- Knows of a number of community colleges that are discouraged from becoming involved because these costs wouldn't be covered

97-3075: Jones & Laughlin Steel Company
Community College of Beaver County

The purpose of this training program was to train entry level employees in the operation of two electric blast furnaces in a newly acquired plant. The proposed number of trainees was 160.

The amount allocated for the training of 71 individuals was $78,513. The program ran six weeks for a total of 960.5 hours and a cost of $1,106 per person. Although the program was for entry level training, the information received showed that all 71 persons were underemployed. The firm recruited and screened all trainees, No pre-requisite was required. The company, Jones & Laughlin Steel, is corporately owned and produces specialty stainless steel. They have expanded their facilities by taking over and reopening a previously closed plant. The firm heard about the program through its Government Affairs Office.

Two of the 12 trainees in the sample responded by returning a questionnaire. One white male between the ages of 26-35 who had been unemployed heard about the training through the company. He completed the training and is employed full time as a utility man. He doesn't feel that he needs more training, but does think the training was good. The second respondent had been employed as an Electronics Technology trainee, at $9.80/hour, before participation in this program. He heard about the training from the company and was employed by the company at $10.40/hour after training. He still works there full time. This trainee feels he needs a lot more training and that the CJT program was okay.

The program was initiated by the firm, and was conducted by the firm in its facility. This program had a perceptible financial impact on the community because a plant that had been closed was now being reopened. That will help the local tax base as well as increase employment. The LEA contact person felt that the CJT project helped increase their knowledge of local business operations and that it changed the relationship between local businesses and the LEA. There was increased cooperation between the LEA and other businesses and agencies. The LEA will continue to participate in CJT programs.

97-3076: Cement National Bank
Northampton County Area Community College

The purpose of this program was to train five entry level tellers to replace experienced ones who will be transferred to a new branch bank in Nazareth, Pennsylvania.

The program was allocated $2,728 to train five previously unemployed individuals at a cost of $546 per person. The training was for a total of 200 hours in a five week period. Neither the Office of Employment Security nor the LEA assisted in recruitment or screening. There were no pre-requisites. Five white females enrolled in the program, completed the training, and were hired as bank tellers.

The Cement National Bank is a corporately owned bank experiencing growth. The bank is opening a new branch office making it necessary to train five new tellers. The bank became aware of CJT programs when its personnel director attended a community college presentation. No information was received from the trainee who constituted the sample for the project, but the LEA contact person stated that she has "continued contact with bank personnel-on site visit," and that all five trainees were employed. About two days were spent in the preparation of the training plans which were implemented by the bank at its site. The project improved relationships between the LEA and local businesses by increasing awareness of training needs and available training resources. The LEA intends to continue its involvement in CJT programs as part of its overall services to the communities it serves.

97-3079: J. K. Rishel Company
Williamsport Area School District

The purpose of the training was to train 24 persons for full employment as upholsterers of office furniture. This is a first step in a goal of increasing employment at the J. K. Rishel Company by the end of 1983.

Allocated for the project was $7,425, an average of $464 for the 16 unemployed trainees. Fifteen of them, 11 white males and four white females, completed the program and were hired by the firm. The training began on May 16, 1983 and ran until June 30, 1983, a total of 280 hours in a seven week period. The Office of Employment Security was involved with the referral and screening process and no pre-requisites were required for the trainees.

J. K. Rishel Company is an old, corporately owned business that is experiencing growth in Pennsylvania. It is expanding its existing line of office furniture by adding upholstered office chairs. The firm became aware of the CJT program by contact with a representative of the Pennsylvania Department of Education.

Both of the trainees included in the sample returned the questionnaire. One, a white female, age 26-35, heard about the training from an employee of the firm. The other, a white female, age 46-55, "was told they were hiring sewers." The former had been unemployed for more than a year from a job as a cook's helper at #3.85/hour. She continues to work at the firm as an upholsterer trainee, but her wages have increased from the original $4/hour to $4.30/Hour. Her assesment of the training was okay, but she commented "... I didn't feel like I was being trained. I felt just like a regular employee." The other trainee indicated that she did not need any training and rated it as poor. She also noted "...as far as that goes I did not know anyone there on the training program." She is now working full time elsewhere, but included a lengthy letter of complaint about the CJT program with her questionnaire re:J. K. Rishel Company/Williamsport Area School District.

The training was done by the firm at its site with no involvement by the LEA in developing the curricula. Periodic checks are made with management by the LEA, and the additional jobs have helped the economy in the community. According to the LEA contact person, the LEA now has a greater interest in helping industry train employees. The LEA plans to continue to be of assistance to businesses and industries through participation in CJT programs.

97-3081: Chocolate Cornucopia
Northampton County Area Community College

The purpose of this program was to train six new employees as supervisor of candy productions. The company is expanding its facility and needs additional help.

The program was allocated $3,068 for training which ran three weeks for a total of 45 hours. Six individuals were trained at a cost of $511 per person. All six of (four white females and two white males) had been unemployed. No information is available to show how they were recruited or screened.

The Chocolate Cornucopia Company is privately owned and has less than 26 employees. They manufacture molds and do mail orders of candy making supplies. The company is expanding its facility by moving from New Jersey to a larger building in Pennsylvania. The firm is using high tech and creating a new, unspecified product. The firm became aware of the program through a presentation by the LEA contact.

No information is available from the trainees since there was no response to the questionnaire from the one person who constituted the sample.

The LEA initiated the training program and conducted it. The training took place at the firm and the LEA facility. The LEA used existing curricula and spent three days in developing some new curricula. Consultants were hired to conduct the training.

The community of Easton was affected by a new company moving into the area. Chocolate Cornucopia provided new jobs, provided financial impact through its $280,000 capital expenditure for the purchase and renovation of facility and by opening a retail store at the plant. The LEA contact person stated:

> Utilizing the high technology advances within the field, its new equipment brought a progressive, modern business to a depressed area. The growth will bring increased jobs to the area.

This training program increased the LEA's knowledge of local conditions and increased the community's awareness of LEA's training capabilities. The LEA did follow-up contact and on site visit to insure the firm was meeting the conditions of the contract. The LEA plans to continue participating in CJT programs.

97-3083: Sacred Heart General Hospital
Southeast Delco School District

According to the proposal, the purpose of the training was to provide unemployed trainees with the necessary skills to be employed and to be upgraded in their present positions.

An allocation of $986 was made for 11 trainees at an average cost of $90. The LEA and Hospital envisioned entry level and upgrade training for this project.

In a letter accompanying his questionnaire, the LEA contact person stated that the "...Hospital reneged on their commitment after the program had been approved stating that they did not have sufficient monies in the budget to take on new employees. However, they were willing to go on with the upgrading component, which I refused to implement."

This project, therefore, was not implemented.

97-3084: Avis Homes Corporation
Keystone Central School District

The purpose of the project was to train 30 persons to build modular homes. It was a work experience program in which the company paid minimum wages to all trainees.

Allocated for the project was $23,386, an average cost of $557 for the 42 trainees. According to the "Attachment B" form of the Pennsylvania Department of Education, there were 41 white males and one white female in the program. All were unemployed previously, and two of the males had been welfare recipients. All were hired after being trained.

Avis Homes Corporation, located in Avis, Pa., is a builder of modular homes that used the project to help build two homes as display models. Further data are not available because the LEA contact person failed to respond to the questionnaire and telephone requests for information.

All three of the trainees included in the sample returned the questionnaire. Each of them (a white female, age 46-55, a white male, age 26-35, and a white male age 36-45) heard of the training through the Office of Employment Security.

One had been unemployed for four to six months from a janitorial/maintenance job paying $165/week, another for more than a year as a fork lift operator/laborer job paying $7.49/hour, and the other for four to six months from an unspecified job paying $150/week. Two rated the training as good, one poor, and two indicated that it helped them get a job. One of them checked "get a better job" and "improve job performance." The third respondent checked "improve job performance" only. Two of the three persons continue to work there and feel that the job helped them get better pay. One was hired as lead man for $5.50/hour and now receives $5.55/hour. Another, a laborer in the finishing department was hired at $5/hour and now receives $5.25/hour. The other respondent, who was laid off, stated:

> I feel the only reason Avis Homes hires people on the training program is because they only have to pay half their wages. Because they took no time with the employees but just stuck you on the job and let you learn by yourself.

As noted previously, no response was provided by the LEA contact person to the questionnaire or telephone requests, thus constituting a limitation on available data for analysis.

97-3086: The Dry Goods
Delaware County Community College

The purpose of this training program was to train 160 new employees in specific company procedures, products and services in the areas of Operations and Merchandising. They were needed for the opening of a new store in Northeast Philadelphia.

$44,379 was allocated for the entry level training of 145 trainees at the cost of $306 per trainee. The training ran for 4.8 weeks for a total of 747 hours. One hundred eighteen of the trainees completed the training and were hired by the company. The trainees were recruited through the Office of Employment Security, classified ads and employment agencies. There were no prerequisites for the training.

The Dry Goods is an old, corporately owned retail firm employing over 200 people. It is experiencing growth and is expanding to other facilities. They became aware of the program through news releases about CJT programs.

Three of 19 trainees in the sample responded. One of the three stated that she did participate in the program. The second respondent, an unemployed female Hispanic, age 46-55 was not aware that she participated in a training program until she received the questionnaire. She was hired by the company as a sales clerk, full time at minimum wage. The respondent still works for the firm as Manager, Lingerie Dept. full time at minimum wage for 20-25 hours a week. She feels the need for a little more training in management, but this particular training was okay. The third respondent was an unemployed white female, age 18-25 who heard about the program from a friend. She felt that being chosen for the training program gave her the "self-confidence" to look for a better job in a different field. She felt the training was good for someone who was interested in the sales field. She left the company to "work in the field in which I was trained for in high school."

The program was initiated by the firm and the training was conducted by the LEA and firm at the firm's facility. The LEA developed a new curricula in a four week period and new staff was hired to implement it. Creation of new jobs had an impact on the community by employing people who were not working. According to the LEA contact person, the salaries generated by these jobs amounted to $993,811. The LEA made follow-up calls to the firm verifying enrollment and other information to insure that the contract conditions were being followed. The LEA contact person felt that this program provided insights into the retail operations and the local businesses saw the LEA as a training resource. This program generated interest from other firms concerning the CJT process. The LEA plans to continue participation in CJT programs.

97-3089: Jones & Laughlin Steel Company
Community College of Beaver County

The purpose of this training program was to train 20 new employees in the safe and efficient operation and maintenance of one Anneal and Pickle Line, two Sendzimir Mills, a Slitting unit and associated abilities.

The program was allocated $22,863 to train 20 entry level individuals at an average cost of $1,143 per person. The twenty trainees (one white female, three black males, one male Hispanic, 15 white males) were recruited and screened by the company. All of the trainees completed the training and were hired by the company.

The company, Jones and Laughlin Steel, is a corporately owned business that produces specialty stainless steel. They have over 200 employees. The company was interested in the training program because they needed to have new employees trained to operate and maintain the equipment used in making the stainless steel.

Two of the three trainees involved in the sample returned the questionnaire. An unemployed white male, age 36-45, heard about the training as part of the program when he was hired by Jones & Laughlin. He felt that the training helped him get a better job with the company. After the training he had the job title of Utility Man which paid $9.40/hour full time. He is currently working in the same position at the same rate of pay. This trainee feels that he needs a lot more training and that the training he already had was okay. The other respondent indicated only that he had received Anneal and Pickle Line training.

The firm initiated and conducted the training at their facility. The LEA contact felt that they increased their knowledge of local business operations and that there was improved collaboration with local business and agencies because of the program.

J & L had a positive impact on the community because it took over an old plant that had been closed permanently by Colt Industries. This helped improve the tax base as well as providing jobs.

The LEA has done all monitoring of the training and reports have been done. Based on this experience, the LEA plans to continue to participate in the CJT programs.

UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT

There were a total of ten CJT projects in this category. Seven of the companies needed trainees for their manufacturing business; one involved a consortium of nurseries, tree service and landscape companies; another was upgrading clerical and quality control staff; and the last was upgrading computer specialists. In all cases, the upgrades were to result in the creation of new entry-level positions to be filled by unemployed persons. Because we were unable to contact participating businesses, we were not able to verify that entry-level positions were actually created and filled. One exception to this involves project #97-3025, Maytown Shoe Mfg, a company that used Customized Job Training to train entry-level employees (see #97-3043).

Like the entry-level only projects, these upgrade projects were distributed throughout the state.

97-3025: Maytown Shoe Manufacturing Company
Lancaster County Area Vocational-Technical School

According to the proposal, the purpose of this training program was to provide one week of instruction to upgrade a sewing machine mechanic to a computer mechanic and one week to upgrade a production worker to a sewing machine mechanic.

Two students were to be trained, each for 40 hours at a total projected cost of $4,592 (or $2296 per student). It is not clear at this point exactly how much money was actually allocated for this program as different figures appear on different documents varying from $202 to $1892 to $3784.

The company, Maytown Shoe Mfg., is a privately owned custom shoe making operation which has been described as experiencing growth, expanding within and creating a new product. It employs between 51-75 employees. They became aware of the Customized Job Training Program through their local Private Industry Council and initiated a relationship with their local education agency, Lancaster County AVTS.

The training program was designed to upgrade two existing employees because the company had purchased new equipment. In a letter to the Pennsylvania Department of Education dated 1/20/83, it was stated that the trainees were both in CETA (JTPA) on the job training (OJT) programs, so the company was required to backfill their previous positions with CETA eligible employees. Two entry level positions were thus created as a result of the upgrade.

The program ran from December 6, 1982 - December 17, 1982. Both trainees were white males. One of these (our complete sample for this project) returned a questionaire in which he reported that his job title changed from Cutter to Maintenance Mechanic. He felt that the training helped him to get a better job with his company, that it helped him to get better pay, but he felt the need for "a lot" more training.

The Local Education Agency contact person did not feel that this particular program had any impact on the community or on LEA relationships with the business community since it was so small. The firm conducted the training and the role of the LEA was limited.

97-3037: Davey Environmental Services
Delaware County Community College

According to their proposal, the purpose of this training program was to develop an urban forestry foreman training program which will provide sufficient training to allow local nurseries, tree service and landscape companies to take promising entry level personnel and promote them to foreman.

Unusual for the Customized Job Training Program, this was not developed by a single company to train its own employees. Instead it was a collaborative effort between a community college and a consortium of landscape companies and nurseries to upgrade employees of its member companies.

Thirteen clients, all white males, participated in this program at a cost of $9,029 ($694.54 per student).

The training program ran for two 40 hour weeks from February 14, 1983 to February 25,1983. The training, which took place at the Community College, was conducted by an outside consultant. We received received a questionnaire from one of the two trainees in the sample who responded that the program improved both his job performance and knowledge, but that he was already a landscape foreman when he began training and neither his job title nor his salary changed after it was completed. This individual is no longer working for the company because his job "lacked security, upward mobility, and salary was insufficient." He gives high marks to the training program, but did not feel that it helped to improve his professional situation.

The LEA contact person, on the other hand, responded that the trainees' job titles and salaries changed as a result of their training. She also stated that new employees were hired to replace those who were upgraded. It was , further, her view that the program impacted financially on the community because of new employee salaries; and that the collaboration between the community college and the consortium resulted in increasing the LEA's knowledge of the local landscape/nursery business and contributed towards a new view of the college as a training resource.

97-3042: Herr's Potato Chips
Chester County Intermediate Unit # 24

The purpose of this training program was to upgrade three corn chip processors to the position of packing machine operator and to train three entry level employees to backfill the corn chip processor positions.

The six trainees were to be trained at a total cost of $22,402 ($3,734 per trainee) with training periods varying between 32 hours over 13 weeks to 38.5 hours over 21.6 weeks to 40 hours over 13 weeks (a total of 1,768 hours were projected).

The company, Herr's Potato Chips, is a privately owned company that produces and sells potato chips, corn chips and other snacks. It has been described as an old industry that is experiencing growth and expanding within. The firm, which is one of the largest employers in its community, became aware of the Customized Job Training Program when it was contacted by the local education agency, the Chester County Intermediate Unit # 24. The firm was interested in the program because it was expanding into a new product line. Although the LEA initiated the proceedings, the firm conducted the training on-site.

The training program ran from February 1, 1983 to June 30, 1983. All six trainees were white males. We recieved a questionaire from one of these, our entire sample. He had been employed full-time as a corn cook at a salary of $6.75/hr. After the training , his job title remained the same but his salary was increased to $7.15/hr. He is still working there for the same salary. He stated that he felt the training helped him to keep his job, get a better job with his company, and improve his job performance. He feels that he could use a little more training but in general, that the training was a good experience.

The LEA contact felt that the experience improved the relationship between the educational and private sector in his community and that it increased the LEA's knowledge concerning local business operations and needs.

97-3045: Cannondale Corporation
Chestnut Ridge School District

This training program was designed to train unskilled or semi-skilled individuals to become proficient in Gas Tungsten Arc Welding...(It) will be used in the manufacture of high quality bicycles and is expected to eventually add fifty (50) new personnel to the local work force.

The program intended to train ten individuals, three entry level and seven upgrades. Eleven were originally enrolled. Of these, four were unemployed- all white males, one of whom was on public welfare. The upgrades included five white females and two white males. Of these, one of the males and three females withdrew from the training program. A total of seven (four entry level, three upgrades) completed the program and were hired as welders. A total of $12,056.02 was expended for the program.

The company, Cannondale Corporation, is a new corporately owned producer of camping and other recreational equipment. It is described as a new industry employing 176-200 individuals that is experiencing growth, expanding within, creating a new product and introducing a new process (using aluminum to build bicycles) to the industry. The firm became aware of the Customized Job Training Program through the local education agency, The Chestnut Ridge School District.

The training program was developed because the business was expanding into a new product line. According to the LEA contact, there were eight new employees hired to replace those who were upgraded and those employees were recruited through the Office of Employment Security. Those who were upgraded achieved new job titles and salary increases. The entire sample of the upgrade employees, a white male, responded to our survey. He had been a laborer making $3.65/hr. before the program. The training resulted in his new job with the title of Tigwelder and new salary of $4.50/hr. Since that time, his salary has been increased once again to $5.05/hr. He does not feel the need for more training and feels the program helped him to get better pay and a better job with his company.

The LEA contact was also very positive about the effects this program had on the community. He states that it "brought about confidence in business and education and the program created 25 other jobs directly related to the new product line." The program was, further, perceived to have resulted in changes in secondary level curricula offerings of the LEA and improved knowledge and relations among the LEA, business, industry and the local Office of Employment Security.

97-[illegible]8: James Spring and Wire Company
Chester County Intermediate Unit #24

The purpose of this program was to upgrade one employee to the position of Numerically Controlled Coiler Operator, which would, in turn, create two new entry level positions for a Primary Coiler and a Basic Metal Plater (both of whom would also be trained).

One thousand, one hundred eighty-five dollars ($1,185) was spent on this program which ran between February 1, 1983 and June 30, 1983. Training varied for the three students from 18.10 hours to 11.43 hours to 5.72 hours. All covered 21 weeks. The upgraded individual was a white female and the two new trainees were white males.

The James Spring and Wire Company is a corporately owned company that produces metal springs and wires. It is described as an old industry that is expanding within and updating production equipment by capital expansion. It became aware of the Customized Job Training Program when contacted by the local education agency.

According to the LEA contact, the training program was initiated to increase the skill level of an experienced employee and to train her replacements, who were recruited through application to the firm. One of the new trainees, our entire sample, responded to our questionaire. He had been unemployed for less than a month before he began the training. His last previous job had been that of General Contractor, for which he was paid $400/week. His new job, subsequent to training was that of Operator, for which he was paid $6.75/hr. He continues in that position with the same salary. He felt that the training was "okay" and that it helped him to keep his job, get a better job with the company, improve his job performance and get better pay. He also stated that he needs a lot more training.

The training was conducted by the company and, according to the LEA contact, has had no perceptible impact upon the local community. It has, however, led to improved relations between the private and educational sectors in the community and increased the LEA's knowledge concerning local business operations and needs.

97-3071: Hall Industries, Incorporated
Community College of Allegheny County

This program was intended to train two staff members in a specific assembly process for new light rail transit vehicles and to use the two to train previously laid-off Hall employees in the assembly of truck systems. These changes were the result of a major contract received for the assembly of truck systems for fifty-five new light rail transit vehicles to be purchased by the Port Authority of Allegheny County.

A total of $10,073 was allocated for the upgrade training of the two employees to Mechanical Fitter Supervisor. These were both white males. It was stated in the Attachment B of the Customized Job Training Program Analysis for 1982-83 that five entry level positions were created as a result of the upgrade training.

We did not receive our questionnaire from the LEA contact person and we did not receive any questionnaire from the one person in our trainee sample. Therefore, our information concerning the program is limited to the above.

97-3073: Blaw-Knox Equipment Company, Inc.
Community College of Allegheny County

The purpose of this training program was to train seven employees in the manufacturing and assembly process specified for new light rail transit vehicles to be purchased by the Port Authority of Allegheny County. These trainees would then train laid-off Blaw-Knox employees in the assembly of light rail vehicles.

A total of $26,110 was allocated for the training of these seven for the position of Light Rail Vehicle Instructor. Five were actually enrolled and completed the program. They were all white males.

We did not receive our questionnaire from the LEA contact person and we did not receive the questionnaire from the trainee in our sample. Our information concerning the program is, therefore, limited to the above, although it appears likely that this training program is somehow related to the 97-3071 program.

97-3077: Solar Energy Company
Chester County Intermediate Unit # 24

The purpose of this program was to upgrade three employees for different positions: Quality Control, Prototype and Layout Person, and Bookkeeper/Computer Operator. These would, in turn, enable the company to create nine new entry level positions in these eight areas: Secretary Assistant, Customer Service Representative, Sales Representative, Shade Assembler, Brake and Gauge Slat Assembler, Valance and Spool Set Assembler, Metal Shop/Track Assembler, and Metal Shop/Sheet Metal Worker.

A total of $12,996 was allocated for the training. It is unclear exactly how many were actually trained. Our data indicate that eight entry level employees were trained (all but the Shade Assembler). Four of these were white females, three were white males, and one was a black male. There is no indication that the upgrades were trained. There is also some question as to whether the training program was completed. The "Attachment B" figures indicate that the eight individuals were hired, but there are dashes where asked for numbers who completed the training. We received no response from the single client we surveyed from this project.

Solar Energy Company is a corporation that produces solar energy equipment. The firm initiated the proceedings for the customized training and conducted the training themselves. According to the LEA contact person, the program had no perceptible effect upon the local community.

97-3078: General Kinetics, Inc.
Greater Johnstown Area Vo-Tech School

According to the proposal, the purpose of this program was to upgrade the occupational skills of sixteen metal fabrication production employees so that they may be promoted to higher level jobs, thus creating entry-level openings while meeting skill training needs of the company.

The program was allocated $3,561 and ran for 5.6 weeks for 15 hours. Fifteen trainees completed the program. According to the LEA contact, 15 employees were hired to replace those who were upgraded. It is interesting to note, however, that the fourteen white males and two white females whose names were listed on the 1056 form, were all characterized as being on public welfare before training.

The company, General Kinetics, Inc. is a corporately owned industry that fabricates metal. It is an old industry that employs 151-175 individuals and has been characterized as experiencing growth, expanding within, and creating a new product. They became aware of the Customized Job Training Program when they saw an advertisment the local education agency had put in a newspaper. They were interested in the program because they were expanding production and wanted to retain their employees and put them on another shift.

We received a response from one of the trainees who was supposed to have been upgraded (one third of our sample). He was a Machine Operator B who stated that the training helped him to get a better job with his company and to improve his job performance. He still works for the company, his job title remains the same as it was before training, and he did not feel that the training helped him to get better pay.

The training was conducted by both the firm and the LEA. According to the

LEA contact person, the LEA developed new curricula and hired new staff for this training. It was his view that the program had a positive effect upon the local community in that it increased the "local payroll." It also increased the LEA's knowledge of local business operations and needs, improved communications between the LEA and local businesses and improved LEA communications with the CETA prime sponsor. LEA participation with customized job training was perceived as "not really profitable for the LEA," but they plan to continue participation.

97-3087: Rabbit Software Corporation
Delaware County Community College

According to the proposal, the purpose of this program was to hire nine new employees and upgrade six of its current staff. The new employees would be trained to perform entry level duties in the company and the current employees would be retrained to qualify them for advanced technical positions. Some of these positions were titled Systems Analyst, Technical Specialist, Technical Services Analyst, Writer Specialist, Etc.

The program was allocated $43,897. According to Attachment B figures, seven entry-level trainees completed the training and were hired. Four former employees were upgraded. Three unemployed individuals were hired and four entry-level positions were created as a result of the upgrade training. The 1056 forms show nine (5 upgrades, 2 unemployed, 2 unknown status) on a list for "University Course"; four (2 upgrades, 1 unemployed, 1 unknown status) on a list for "Communications/Dist. Processing; and three (2 unemployed, 1 unknown status) on a list for "Convergent Technologies." The LEA contact stated that the training involved three entry level employees and six upgraded positions. We present all of this data to demonstrate how confused the numbers are for this program. It is impossible to determine how many of each category were trained and/or employed.

The company, Rabbit Software, is a privately owned new industry that employs less than 25 individuals and "produces software that enables microcomputers to be used in conjunction with mainframe computers." It is a high tech company that is experiencing growth, expanding within, and creating a new product. It is, further, introducing a new process or concept to the industry - its technology enables microcomputers to handle applications which previously could only be performed by minicomputers. They first heard of the

Customized Job Training Program from another company that had previously participated in it.

The training program for the entry level positions required pre-requisites of programming experience including high-level languages, operating systems and assembling. Trainees were recruited from local colleges, universities and computer schools. According to the LEA contact person, six current employees were retrained for upgrading because they needed training to qualify them for advanced technical positions. She also stated that six new employees were hired to replace those who were upgraded and that the upgraded trainees' job titles and salaries changed.

We received questionaires from four of the individuals who received upgrade training, four fifths of our sample (all trainees were white males). Two of these were listed under the "University Course" 1056 form. One had been a technical specialist making $25,000/year who was promoted to Project Manager making $29,000/year. He felt that the training was excellent and that it improved his job performance. He did not feel that he needs more training.

The second employee had been a Systems Analyst making $27,000 annually who was promoted to Project Manager at $30,000. He too felt the program helped him to improve his job performance and that "the teacher was excellent, he knew his material." He did, however, feel that he needed "some" more training. The trainee who responded from the Convergent Technologies category had been a Technical Services Analyst making $28,500/year. He was promoted to Manager of Technical Services and increased his salary to $32,000 annually. He thought the program was good, that it helped him to improve his job performance, but he also felt that he needed some more training. The trainee respondent from Communications/Dist. Processing was originally a Senior Systems Analyst who made $32,000 annually. He was promoted to Manager Technical Support but has not, as yet, received an increase in salary. He thought the program good to excellent and that it helped improve his job performance. He also felt he needed some more training.

According to the LEA contact person, the program affected the local community in that it resulted in the hiring of area residents and increased salaries a total of $399,500. The training was conducted by the company, vendor and outside consultants. It improved the LEA's knowledge concerning local businesses by granting it exposure to a high tech company experiencing rapid growth. The LEA was further affected because it began to be viewed as a training source by other companies because of the publicity generated from this project.

UPGRADE FOR NEW TECHNOLOGY

A total of five firms had customized job training programs to upgrade employees to prepare them for new technology as a result of capital expansion and purchase of new advanced equipment. Many of these programs helped to save the employees' jobs, thus it was not expected that they would receive salary increases or job title changes as a result of the training.

All of these programs involved a variety of positions and most revolved around high tech capital investment. These projects were distributed throughout the state, but most (three of the five) were located in the eastern section.

97-3038: James River-Dixie Northern, Inc.
Northampton County Area Community College

The company is constructing a new manufacturing plant into which a number of their current employees will re-locate. Due to the re-location, where new computerized equipment will be utilized, 90 of their current employees received upgrade training in seven job categories: Treater Mechanics, Treater Operators, DCM Operations, Plant Mechanics, Electricians, Bellaplast Mechanical Operations, and Supervisors.

Once again, the numbers of trainees are different on different documents. "Attachment B" states that 26 (entry-level trainees) completed training and were hired. The 1056 form lists 35 names (13 white females, one Asian female, one black male and 20 white males) for four kinds of training (DCM Operators; Computer Literacy Supervisor; Bellaplast Mechanic, including Blending and Extrusion and Hydraulics sections; and Treater Operators). $15,788 was allocated for this training which took place between March 1, 1983 and June 30, 1983.

James River-Dixie Northern, Inc. is a corporately owned manufacturer of plastic and paper. It is apparently in the process of re-locating to a new facility with modernized equipment - a move that has involved a $5 million expenditure. According to the proposal, were it not for this construction, 320 current employees of their old plant would be unemployed and the production would be handled by expansion in three existing plants in other geographic areas. The company is described as an old industry that is experiencing growth, expanding to other facilities, is high tech, creating a new product and introducing a new process to the industry.

The training program was initiated by the local education agency when an LEA contact made a presentation. The LEA and firm conducted the training jointly; used existing curricula, created new curricula and hired new staff and consultants to conduct the training.

We received responses from four trainees, two thirds of our sample of six. One, an Engineering Supervisor who was trained for Computer Literacy Supervision, stated that the training helped to improve his job performance. His job title remained the same and he did not feel that the training helped him to get better pay. He characterized the training as good, but felt the need for some more training. A second respondent who trained as a Bellaplast Mechanic stated that his former job title was Mechanical Operator and his salary $8.49/hour. He maintained the same job title and salary after training but has since received a raise to $9.04/hour. He does not attribute the raise to his training and feels he needs some more training. He characterized the program as good and stated that he felt the training did help improve his job performance. The third respondent who had DCM Operator Training was a Machine Operator making $13,000/year whose job title and salary remained the same subsequent to training. She felt the training was "okay," but did not think it helped her in any particular way as she had "been doing the same type of work for many years." She did not feel she needed more training. The last of our respondents, who trained in Hydraulics had been and continued to be a Bellaplast Mechanical Operator. He thought the training program was excellent and helped to improve his job performance. It did not help him to get better pay.

The LEA contact person felt that the program had a positive impact on the community as it helped the company to retain its employees and remain in the community. She also sees a ripple effect from the company's activities in that it is now having parts manufactured locally and warehousing replacements for all plants at this site. It was further seen as contributing towards improved relations between the LEA and the local business community.

97-3064: TYK Swank Refractories Company
Altoona Area Vocational-Technical School

The purpose of this training was to retrain currently working employees with new technical skills necessary to operate new machinery and equipment, thereby opening an opportunity for unemployed workers to return to work in entry-level positions.

A total of $56,399 was allocated for the upgrade training of 39 (37 white males, two white females) Refactory Operators for a total period of 25.8 weeks at 40 hours/week between March 1 and June 30, 1983.

TYK Swank Refractories Company produces refractory products, employs 51-75 individuals and is under new ownership by a Japanese based company. They were interested in upgrading their employees because they had introduced a new tunnel kiln and new methods of making refractory products. The firm became aware of the Customized Job Training program through the "State Department."

The training program was conducted jointly by the LEA and the firm. The LEA used existing curricula and hired consultants to advise them concerning curricula. We received responses from three (of the seven in our sample) individuals who were listed as participants in this program -- all of which stated they had not participated in any training program. A note from one of these reads as follows:

> I'm afraid there's been some kind of a mistake made. I've never had "Customized Job Training." After being unemployed last year I returned to my place of employment and resumed my regular work.

The LEA contact person stated that this program would qualify as exemplary because "it was a true customized job training program designed to help a company get back on its feet. This is what the state intended with the CJT programs."

97-3067: Lehighton Electronics, Inc.
Lehigh County Community College

According to the proposal Lehighton Electronics, Inc. is engaged in the manufacture of high technology electronics components to include printed circuit boards, assemblies and equipment. At present, LEI emphasizes customized manufacturing. The company, in order to survive, must begin to give emphasis to a standardized product line. In order to accomplish this conversion LEI must upgrade employees to handle the new technology they will be dealing with. This upgrade will enable LEI to engage in high technology export sales.

A total of $11,612 was allocated for the training of 29 individuals (10 white females, 19 white males). Their job titles include Machine Operator, Plater, Electronics Technician, Electronics Inspector, Sales Representative, and Sales Record Clerk. They were being trained to adapt to the new microwave technology that was being used by the company.

Lehighton Electronics, Inc. is a corporately owned electronics manufacturing company. It employs 51-75 individuals and is characterized as an old industry that is experiencing growth, expanding within, high tech and creating a new product.

The training program was initiated by the LEA. The training was conducted by an outside consultant and took place at the firm. The LEA was involved to the extent that it developed new curricula and hired consultants to advise them concerning curricula and to conduct the training.

We received responses from two of the five trainees we sampled from this program. One was an Inspector who made $6.75/hour before the training and now makes $7/hour. He thought the program helped him to improve his job performance and to get better pay. He commented that "everyone benefits by a training prgram." The second respondent was a Plating Supervisor who was later a Utility

Person. He felt that the program helped him to improve his job performance and to get better pay, although he felt the need for some more training.

The LEA contact person felt that the program affected the community because it saved jobs. He commented, however, that they may not participate in the Customized Job Training program in the future because "the restricted amount of money available for indirect costs and curriculum development means that LEAs may actually lose money on CJT projects."

97-3070: Union Switch and Signal
Pittsburgh Technical Institute

This program was intended to upgrade the skills of engineers and draftsmen to state-of-the-art computer aided design and drafting techniques.

A total of $43,350 was allocated for the training of 32 individuals so they would have the job skills required for design position requirements that were changing because of the firm's major capital investment. The actual enrollment in the program numbered 21 trainees for a total of 1920 hours over four weeks between April 1 and June 30, 1983. Nineteen were white males and two were white females.

Union Switch and Signal is a corporately owned manufacturing company. It is an old industry that has over 200 employees. It was interested in upgrading the skills of its employees because the company had acquired computer-aided design equipment that converts the drafting process from manual to computer-aided.

The training program was initiated and run by the LEA. To that end, the LEA developed new curricula and hired new staff. We received questionnaires from three of their trainees, 75% of our sample. One, an Electro Mechanical Designer, felt that the program helped him to keep his job and to improve his job performance. It did not help him to get better pay, his job title remained the same, but he does not feel the need for more training. A second respondent, a Draftsman, also felt the training helped him to improve his job performance and to learn to use the new company computer. He thought the training was excellent but didn't spend enough time on "3-D and Mechanical" aspects. His job title and salary remained the same. A third respndent, a Computer Graphic Coordinator, felt the program helped improve her job performance. It did not help her to get better pay and she felt the need for some further training.

The LEA contact did not feel that this program impacted particularly upon the local community. It did, however, result in a change in the LEA's curricular offerings in that it is now part of the undergraduate curriculum. The experience was also deemed useful in improving the LEA's knowledge of the needs of local industry. The LEA contact person felt this to be an exemplary project because it was "the first Customized Job Training program in Western Pennsylvania where the LEA was a private school."

97-3082: Lansdowne Steel and Iron Company
Delaware County Community College

The purpose of this program was to train employees to use sophisticated equipment that has recently been acquired by the company. Training was to be in microcomputer competence, team building for productivity, defense industry marketing and factory training.

Thirty-six employees participated in the program for a total alloted amount of $35,883. Twenty-nine were white males, six were black males, and one was a white female.

Lansdowne Steel and Iron Company is a privately owned company that specializes in defense industry production (artillery projectiles). It employs 76-100 individuals and has been described as an old industry that is expanding to other facilities and introducing a new process, flexible automation, to the industry.

The training program was needed because the company was in the process of modernizing and expanding their program which involved the purchase of $20 million in sophisticated equipment. According to the LEA contact person, the trainees job titles and salaries remained the same, but their jobs were saved.

The company became aware of the program through the Governor's Office and the Delaware County Council. The LEA, in conjunction with outside consultants, equipment manufacturers and vendors conducted the training. They developed new curricula, hired new staff and hired consultants to advise them concerning curricula and to conduct training. In addition, the LEA lease purchased six IBM microcomputers for training.

We received responses from seven of the trainees (of a sample of nine). The first of these was the company's President who was trained in Microcomputer Competence. He felt that it helped to improve his job performance but that he needed some more training. An N.C. Operator thought the program excellent and that it helped to improve his job performance. It did not help to improve his salary. A Maintenence Specialist 1st Class did see an increase in salary from $7.70/hour to $8.32/hour. He felt the program helped improve his job performance, but that the training was "useless" until they got a robot. He also felt that he could use some more training. A Quality Control Supervisor felt the training helped improve his job performance, but did not help to get better pay. He thought he needed a little more training. An Electrician 1st Class thought the training helped to improve his job performance and characterized it as excellent. He is no longer working there, however, because he wasn't making enough money. He feels the need for a lot more training. The last two responses were from individuals who stated they were not enrolled in the training program.

The LEA contact person stated that the program affected the local community by helping to upgrade the workforce, maintain the plant in Delaware County, and retain jobs and the firm in Pennsylvania. The experience increased the LEA's knowledge concerning local business operations and needs and also helped them to develop partnerships with the County government and local intermediate unit.

COMBINED TRAINING PROGRAM: ENTRY-LEVEL AND UPGRADE FOR NEW TECHNOLOGY

Three projects combined entry-level and upgrade for new technology. Unlike the other category of upgrade training, this was not a pre-requisite for CJT funding. In all three cases, the upgrading was necessitated by considerable capital investment in high technology. Entry-level employees were hired to replace upgrades. In this case, then, it would be expected that upgraded employees would see changes in salary and job title.

Two thirds of these projects were in the eastern part of Pennsylvania.

97-3010: Pfizer
Northampton County Area Community College

The purpose of this training was to provide entry-level and upgrade training because of new capital purchases in the magnetic oxide plant.

Specifically, 40-50 new employees had been hired as part of a $20 million capital expansion of the facilities in Easton. Training was necessary for them to meet the demands of the new technology, as well as for existing employees to acquire needed skills.

Nine sections of different courses, ranging from five to 120 hours, were offered to the 74 trainees at an average cost per student of $414. $30,624 was allocated for the training.

Pfizer is an old, corporately owned industry experiencing growth and expansion. They employ over 200 individuals in the manufacture of pigments. The capital expansion includes a new computer controlled magnetic oxide production facility. The firm became aware of the Customized Job Training Program by a presentation of the LEA contact, Northampton County Area Community College.

Of the 13 persons included in the sample, four responses were returned. None of the four indicated participation in a CJT program. Because of the nature of assimilating new employees into an expanding facility, it is possible that the company failed to identify training as part of a state program. The LEA questionnaire, however, indicates that 74 people were involved in the training program. Furthermore, the LEA conducted follow-up and on site visits to insure compliance with the grant. The LEA contact person noted that all 74 trainees are still employed by the firm.

Training was conducted by the LEA and the firm at the plant. Existing college faculty members conducted the training and became better aware of local business conditions. The firm became aware of LEA training capabilities and served as a referral source to other businesses regarding the LEA.

A positive comment in the LEA questionnaire related to the effect on the college;

> This project enabled full time college professors to work directly with the advanced technology of local industry. These professors were then able to bring the experience back to the classrooms.

97-3032: Mead Products, Inc.
Huntingdon County Area Vocational-Technical School

The purpose of this program was to provide upgrade training for six machine operators in the use of three highly sophisticated high tech machines being installed by the Mead Corporation at an investment of $1.3 million. Replacement positions will involve training six new entry-level employees on one of several German machines. Additional hiring is anticipated after the training is completed.

The state allocated $27,792 for the program which ran 20 weeks for 800 hours. Fifteen white males and four white females were picked by the company from present employees for upgrade training on high tech machinery. Their job titles changed and their salaries increased after training. Sixteen unemployed persons (five white males, one black male, and ten white females) were hired to replace those who were upgraded. The average cost per trainee was $794.

Mead Corporation is a corporately owned paper manufacturing and processing company employing over 200 people. They purchased two new German E.C.H. Will High Speed Filler machines to upgrade the technology of paper conversion. No information was available on how they became aware of the program.

One of four people included in the sample responded. This white female, age 46-55, who had been unemployed, heard about the training from the Office of Employment Security. She felt that the training helped her get a job and improved her performance. Still unemployed, she felt that the training was good, that she got better pay because of it, and that she does not need additional training. The LEA has done follow-up visits to review equipment purchases and operation. The trainees are still employed by the firm, according to the LEA contact person.

The LEA initiated the program but the firm did the training on site. Its contact person felt the CJT project affected the local community positively by having a perceptible financial impact. Knowledge by the LEA of local business operations and needs increased, and local industries are now " much more receptive to training programs." Other positive comments by the LEA respondent relate to involvement of industries in local area Vo-Tech and high school educational advances. The LEA plans to continue participation in CJT programs to promote industrial development. A final remark from the LEA contact person was most complimentary to the state's CJT program:

> The program was excellent in that a very limited amount of governmental "red tape" was involved. Very educational in nature.

97-3085: Sun Refining and Marketing Company
Delaware County Community College

The purpose of the project was to train newly hired operators and upgrade 13 currently employed instrumentation technicians. Between November, 1982 and April, 1983, 58 refinery operator trainee positions were added to the payroll with 42 of these being eligible for CJT funding.

Allocated for the project was $115,913, an average cost of $2108 for the55 persons who received training, either as refinery operators or instrumentation technicians. Training began on April 25, 1983 and continued through June 30, 1983 for a total of 500 hours in 9.0 weeks of training. An additional 24 hour "Train the Trainer" course was provided.

Sun Refining and Marketing Company is an old, corporately owned industry that is experiencing growth in its oil refining and distribution. The training project was created in response to changes in instrumentation technology related to computerization in the refinery. Specifically, the capital expansion that resulted in the training, according to the LEA contact, was "computerization of the refinery including a DEC system with EMC microprocessors valued at approximately $500,000." The firm became aware of the CJT program through a presentation by a community college representative.

Four of the nine trainees included in the sample responded to the questionnaire. Three males, age 26-35, two of them white one Hispanic, as well as one white male, age 56-65, heard of the training from the company. One added that he had heard "upon completion of the application process." One of the respondents had been employed as a truck driver for another firm at $8.25/hour. As a refinery operator trainee he indicated that he "got a job, kept a job, got a better job with the Sun Company, and improved his job performance." He judged the training program as okay, still works there, feels the need for some more training, and received better pay ($11.43/hour). Another trainee, who judged the training as good, felt that it helped him improve his job performance. An employee of the firm prior to the training, he has since retired. Another respondent, a refinery operator at Sun prior to the training, felt that he kept his job as the result of the experience which he rated as good. His pay increased from $10.37 to $11.34/hour, and he feels the need for some more training. The other respondent was an apprentice operator making $10.37/hour. He now receives $11.43/hour while holding the same job title. He rated the experience as good, but does not feel the need for more training.

In assessing the impact on the community, the LEA contact person stated that the perceptible financial impact of "42 new employees earning $21,570 (average salary) generated $905,940 gross income for residents of the Commonwealth." Training was conducted by the LEA, firm, and an outside consultant. New curricula was developed for the project in three weeks. New linkages were developed with the employer, and the LEA also developed a relationship with the Bureau of Apprenticeship and Training. The LEA followed-up by obtaining the necessary final enrollment reports, and intends to continue participation in the state's Customized Job Training Program.

COMBINED TRAINING PROGRAM: UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT AND UPGRADE TRAINING FOR NEW TECHNOLOGY

Four projects fall into this grouping, two of which (3026 and 3031) are in the same company. They are all located in the central and western part of the state.

97-3026: General Electric Company
Mercer County Area Vocational-Technical School

According to the proposal, this program was intended to upgrade employees from Machine Operators to Machinist I persons. The company is investing approximately $100 million for new facilities and equipment at this plant which will eventually lead to major increases in employment.

A total allocation of $3065 was made to the company to upgrade 14 white male employees ($2,429.19 was spent). Fourteen entry-level positions were created as a result.

General Electric is corporately owned. Its Grove City branch employs 126-150 individuals and builds locomotive diesel engines as well as old ones. The company is experiencing growth, expanding within and into high tech areas and is introducing a new product, a more advanced engine, to the industry.

The training program was initiated by the LEA and conducted by the firm and the LEA. New curricula was developed and the LEA consulted the firm extensively concerning training curricula. The LEA, further, took advantage of lease purchase equipment or software to expand its potential for further training. According to the LEA contact person, the firm wanted to upgrade its employees to get ready for the $100 million expansion. Job titles and salaries were increased and new employees were hired from the local community to replace the upgrades.

We received a response from one of the upgraded employees (50% of our sample), a Machine Operator who made $9.75/hour before training and $10.04/hour after it. His job title remained the same, but he felt the training helped him to get better pay. He also felt it helped him to keep his job, get a better job with the company and improve his job performance. He thought the training was good, but that he needed some more.

The LEA contact person stated that, as of yet, the program's impact has not significantly been felt within the community since the expansion and extensive new hiring had not taken place as yet. He expected it to have a significant financial impact when they did. The program has, however, already had a significant impact on the LEA. They were given an "N.C." machine by the company and expect to do much more training with General Electric in the future. The LEA has "always been deeply involved" with industry in the community, but this relationship has developed to the point that they will be hiring "a new full-time employee who will work exclusively with G.E. to coordinate their training needs in the near future."

97-3031: General Electric Company
Mercer County Area Vocational-Technical School

The purpose of this training was to upgrade 14 employees from Fabrication and Machine GCP8 to Fabricator I and Machinist I and Maintenence GCP12 to Maintenance I persons.

This program was allocated $2,310.41 to conduct this training. According to Attachment B, 11 individuals were trained between January 17, 1983 and March 17, 1983 for a total of 84 hours.

This program was conducted by the same company and LEA and for the same reasons as 97-3026 described previously. We received no responses from trainees.

97-3041: Barnes and Tucker Company-Tanoma Coal Mine
Admiral Perry Area Vocational-Technical School

The purpose of this training program, according to the proposal, was to train 11 maintenance trainees for the Tanoma Coal Company, a new coal company located in the geographic area of Tanoma, Pennsylvania. A total of $14,773 was allocated for the training of 11 individuals during two four week sessions.

The Barnes and Tucker Company-Tanoma Coal Mine is a new facility using the latest mining advances in technology. The company is corporately owned and conducts underground coal mining. This particular facility involved the purchase of more advanced equipment than that used at other Barnes and Tucker facilities, thus "even experienced mechanics needed additional training."

The company first heard about the Customized Job Training program through other training programs held at the LEA. Training was conducted by the LEA, firm, equipment manufacturer and vendor. Existing curricula and new curricula were both used and new staff were hired.

We received a response to our survey from one Tanoma Mine trainee (50% of our sample) who had been a Face Man and is now a Mechanic. He felt the training program was good and helped him to get a better job with his company but it did not help him to get better pay. According to the LEA contact person, 5 new employees were hired to replace each mechanic who was trained (a total of 55). These were recruited from the ranks of the unemployed who had previous mining experience.

The program was seen to have affected the local community in that the opening of a new mine created jobs. In addition, a multi-million dollar facility was developed to accomodate the new mine. The LEA was also changed by the experience - they have upgraded electrical certification and re-certification programs for mines. In addition, they have increased their first hand knowledge of mining operations.

97-3058: Bethlehem Steel Corporation
Harrisburg Area Community College

The purpose of this program was to train employees at Bethlehem Steel Corporation, Steelton, Pa. to operate and maintain the $90 million continuous caster facility which will be put on line late in 1983. The program was allocated $68,396 to train 18 individuals (all white males) for the position of Millwright and Motor Inspector.

Bethlehem Steel is a corporately owned company that employs over 200 individuals. They are currently involved in introducing a new process, continuous casting, to the industry. Their capital investment involves a "significant number of programmable controllers in a new $90 million continuous caster." The capital investment will require high level maintenance support the purpose of the training program. Much of the emphasis was on retraining electrical maintenance to digital electrical maintenance.

The training program was initiated by the firm and was conducted by the LEA and the equipment manufacturer. New curricula was developed and new staff and consultants were hired to advise them concerning curricula and to conduct training. In addition, the LEA took advantage of lease purchase equipment to expand its potential for further training.

We received responses from three (the total sample) of this program's trainees, two Motor Inspectors and a Millwright. One of the Motor Inspectors "A" felt the program was good and it improved his job performance and helped him to get better pay. He also felt that he needed some more training and that "too much time was wasted teaching fundamentals that are not applicable to my job, therefore decreasing the amount of training time that could be spent teaching advanced study." The second Motor Inspector felt the program improved his job performance and introduced him to electronics and computer applications to the industry. His job title and salary remained the same and he felt the need for some more training, but he thought the training was excellent and commented that "the future of basic industries will depend on training programs such as this one." The Millwright thought the training helped him to get a better job with the company and improve his job performance. His job title and salary remained the same and he felt the need for some more training.

According to the LEA contact person, the CJT program affected the local community by saving several jobs. It affected the LEA, as well, in that two instructors who had been unemployed or working decreased hours were rehired. It also fostered the development of an industrial technology program and opened doors for several training opportunities with other local businesses.

COMBINED TRAINING PROGRAM: ENTRY-LEVEL, UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT AND UPGRADE TRAINING FOR NEW TECHNOLOGY

This final category, like the preceding one, involves complex training processes and impacts. In eight of the nine projects (three of which are with one company) the purchase of high tech equipment is involved. The single exception, CJT project 97-3050 is unique in that it is sponsored by a non-profit consortium of hospitals whose purpose is to train paramedics for emegency medical care.

The projects in this grouping are distributed throughout the state, with the bulk found in the central areas.

97-3012: Volkswagen of America
Central Westmoreland Area Vocational-Technical School

The purpose of this training was to provide special classroom training to 25 Volkswagen employees who have been upgraded from the production line to Welding Equipment Maintenance Repairmen.

A total allocation of $13,623 was made to train 25 individuals (19 white males, four black males, and two white females - an additional two white males, one black male, one black female, and one white female began training but dropped out). Twenty-five entry-level positions were created as a result of the training. The Office of Employment Security and the United Auto Workers labor union were involved in the referral and screening process for these new employees.

Volkswagen of America is a corporately owned automobile assembly plant that is new to Pennsylvania, employs over 200 individuals, is high tech, expanding within, creating a new product, and expanding to other facilities in West Virginia.

The training program was initiated by the LEA and conducted by both the LEA and firm. Existing and new curricula were used and new staff were hired. We received responses from two Volkswagen Trainees, out of the four sampled. One stated that she had not participated in the training program. The other, who had been an apprentice welder, and then became an assembler, stated that she was "not sure I was in this particular training program. We learned a little about welding but mostly we were concerned about the repairing of the welding equipment."

According to the LEA contact person, Volkswagen has invested $200 million in high technology equipment and has had a perceptible financial impact on the local community. The program affected the community by increasing employee wages and giving 25 unemployed individuals jobs. The program also affected the LEA in that Volkswagen contributed $3,000 worth of equipment to the LEA for current and future lab training. They are now offering more courses in Electronics and Hydraulics/Pneumatics. In general, the LEA has become more involved in high technology.

97-3017: Beavertown Weaving Mills
Sun Area Vocational Technical School

The purpose of this training, according to the proposal, was to upgrade 12 employees to the position of Loom Fixer. Twelve new employees would be hired to replace those who had been upgraded.

According to the "Attachment B" document, $11,967.53 ($748 per student) was spent for the upgrade training of sixteen employees (all were white males) which took place between September 13, 1982 and November 1, 1982. A total of 240 hours over a six week period were devoted to training.

Beavertown Weaving Mills is a corporately owned business that employs over 200 individuals and is currently "expanding within." It had recently added a new building and purchased 241 new draper weaving looms at a cost of $1,500,000.

The training program was designed to upgrade employees so they could learn to repair and maintain the new equipment. The firm became aware of the Customized Job Training Program from the PIDA (Pennsylvania Industrial Development Authority). Training was conducted by the equipment manufacturer. Sixteen new employees were hired to replace the upgraded employees. They were recruited from the local areas and were required to have previously been employed in the factory.

We received responses from two of the upgraded employees.(100% of our sample) Both previously had the job title Loom Fixer, which remained the same in both cases. Salary increases were from $15,000/year to $16,800/year and from $16,919.76/year to $17,000 respectively. Both felt the program helped to improve their job performance and that it helped them to get better pay. One felt that he needed a little more training and the other did not feel the need for any more.

According to the LEA contact person, the program affected the local community by increasing employment and had the financial impact of increased salaries paid to upgraded and new employees. It did not influence the LEA's curricula, but did increase the LEA's knowledge concerning local business operations and its relationships with local businesses. Local businesses are now more aware of the LEA's ability to help them.

97-3030: Computer Input Services, Inc.
Delaware County Community College

According to its proposal, the company has experienced dramatic growth and has made extensive capital investment to accomodate that growth. The training program involved upgrading 24 current employees and training and hiring eight new entry-level employees.

"Attachment B" figures show $70,060 allocated to train 28 entry-level and four upgrades as follows: two black females and one black male for the position of Data Entry Operator; two white males, one black female and one Hispanic female for the position of Word Processor; four black females for the position of Mini-Computer Programmer; two black females, one white male and one black male for Control Room Operator; three white females and one white male for Sales and Marketing; one white male and one black female as Managers; one black female as Financial Aid Officer; one black female as Registrar; two black males and two white males as Technical Support Representatives; one not identified; and four unknown for Instructor/Supervisor positions. Other "Attachment B" figures show that three unemployed persons were trained for entry-level positions and a total of eight entry-level positions were created as a result of the upgrade training. The LEA contact person wrote that 17 new entry-level individuals were trained. The program ran between March 7, 1983 and June 24, 1983. The number of hours and weeks of training varied with the different positions.

Computer Input Services, Inc. is a high tech company that does information processing and is currently experiencing growth. According to the LEA contact person, the firm needed the training program because it had made extensive capital investment and planned expansion into new areas, including the distributorship of hardware systems. The firm became aware of the Customized Job Training Program through Delaware County Government and Community College representatives.

The training program was initiated by the LEA, but conducted by the firm. Of the ten from this program in our sample, we received four (40%) responses. The first of these, a black female Data Entry Instructor, who received a $400/week salary thought the training was "okay" but it was never completed and no reason was given for its being stopped. The second, a black female who had been an Administrative Assistant, making $380 every two weeks, was trained to be a Financial Aid Officer. She now receives $420 every two weeks and feels the training helped her to get better pay, to get a better job with her company and to improve her job performance. She thought the training was good, but that she could use a little more. A third respondent, a black female had been a Data Entry Operator and was trained for the Word Processing Operator position, but was not offered a position subsequent to her training. She thought the training was good but the company was experiencing managment changes at the time and thought that may have been the cause of her not getting hired. The last respondent who was supposed to have been trained for a Data Entry Operator position stated that she was not enrolled in the training program.

According to the LEA contact person, this program had no perceptible impact on the local community or the LEA.

97-3047: R. R. Donnelly and Sons Company/K & B Press
Lancaster County Area Vocational-Techniacal School

The purpose of this training was to provide technical math training to two groups of seven employees who are working with new printing equipment. This new (highly technical) equipment required that the current employees receive training in the mathmatical area to operate it efficiently.

$1,185 was allocated for the training of a total of ten employees. The positions for which they trained were as follows: Rolltender (one white male, one Asian male); I/C Pressman (one white male); Folder/Cutter Operator (two white males); Sr. Bindery Feeder (two white females); and Press Takeaway (one Hispanic male, one Asian male, one white female).

R. R.Donnelly and Sons/K& B Press is a corporately owned printing business that employs over 200 individuals. It is described by the LEA contact, as expanding within, high tech, and creating a new product. They became involved with the training program because they had purchased a new $7 million printing press and needed new skills to operate and maintain it.

The firm became aware of the Customized Job Training program through the local Chamber of Commerce. They initiated the proceedings with the LEA. Training was conducted by the firm, an outside consultant, the equipment manufacturer and vendor. We were unable to solicit information from trainees to this project because their names were omitted from the 1056 forms.

This training program involved two other CJT Project numbers (97-3060 and 97-3074). The LEA contact person wrote that the three were actually part of the same project. The other two involved training for other skills, however.

According to the LEA contact person, the training did not particularly affect the local community except that it saved some jobs, thus maintaining the economic base. It did not increase the LEA's knowledge concerning local

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businesses, but did improve their relationship with local businesses, the Chamber of Commerce and the Private Industry Council. This program will be used as an example to sell CJT to other companies.

97-3050: Emergycare, Inc.
Erie County Area Vocational-Technical School

Emergycare, Inc. was a new not-for-profit corporation that was being formed to provide emergency medical care to the city of Erie. The corporation was to be a consortia of three local hospitals. All employees were to be trained with Customized Job Training program funds.

A total of $41,000 was allocated for the training of 31 individuals in the areas of Management, Emergency Medical Technician, and Paramedic. Eight (one white male, seven white females) previously unemployed and 23 underemployed (19 white males, four white females) were trained. The firm became aware of the program via "state advertising."

Emergycare, Inc. is jointly owned by three local general hospitals and employs between 26-50 individuals. It is corporately owned and is a new company that has introduced a new process/concept to the industry. Up to that time, emergency medical treatment and paramedic services in the community had been part time, volunteer services with limited skill and service capabilities.

According to the LEA contact person, 26 of those trained were entry-level, while five were already with the company. The entry-level trainees were, in part, referred and screened by the Office of Employment Security. The LEA also helped to recruit by communicating openings to volunteer Emergency Medical Technician groups and fire companies. Entry-level candidates had to have basic EMT certification in order to be considered. The upgrades, the administrative/supervisory staff, needed training so they would have "at least" the same level of knowledge and skill as the Emegency Medical Technicians. It was originally intended that new employees would be hired to replace upgraded staff, but that was postponed until the following fiscal year.

The training was conducted by an outside consultant. We received responses from three of the six questionnaires we sent to this group (50%). One of these was the President of the company, who declined to respond because he had arranged for the program. Another was from an Emergency Medical Technician whose job title and salary remained the same subsequent to the training. He felt the training was excellent, helped him to keep his job and improve his job performance. He also felt that he needed some more training and commented that "some of the topics chosen were a waste of time and could have been utilized to further increase our medical knowledge." The third response was from a woman who had been a Phlebotomist in a blood bank who became a Paramedic Supervisor. She thought the training was excellent, helped her to get a job and improve her job performance. It did not help her to get better pay, but she did not feel the need for more training. She commented that "all instructors were very good," and "I feel that Emergycare made a very wise decision intraining all employees as they did."

According to the LEA contact person, the program affected the local community by providing quicker, more skilled response to medical emergencies. It had the financial impact of creating 26 new jobs. The program also affected the LEA's relations with local businesses and has increased their knowledge of EMT/Paramedic services. He feels the potential is there for changes in LEA curricula and improved partnerships between LEA and other local businesses and agencies.

97-3060: R.R. Donnelly and Sons/K & B Printing
Lancaster County Area Vocational-Technical School

The purpose of this program was to upgrade 42 employees on the latest state of the art printing equipment.

The program actually trained seven white male employees for the following positions: one Pressroom Supervisor; three Pressmen; one Engineer; and two Electronic Technicians. A total of $8,149 was spent.

This was part of the program described in the section on project 97-3047. We refer the reader to that project for the remainder of this description.

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97-3068: K B Aerotech
Juniata-Mifflin Area Vocational-Technical School

The purpose of this training program, according to the proposal, was to train electronics technicians and sales personnel in assembly, testing and sale of electronics transducers at K B Aerotech at Lewistown, Pennsylvania.

Our best information concerning this project from program documents is that five individuals were trained and $108,503 was allocated for that training. We are missing both 1056 and Attachment B documents for this project. According to the LEA contact person, the project involved training of entry-level and both kinds of upgrades. He wrote that 22 entry-level employees were trained to replace those who were upgraded and that the Office of Employment Security was involved with the referral and screening processes.

K B Aerotech is a corporately owned company that employs 126-150 individuals and assembles, tests, and sells electronic transducers. It is described by the LEA contact person, as experiencing growth, expanding to other facilities, high tech and relocating to Pennsylvania. The changes have occurred as a result of a plant closing in Connecticut and the expansion of an existing plant in Pennsylvania.

The firm became aware of the Customized Job Training program through contact with the LEA. The firm conducted the training.

We were unable to send questionnaires to program participants because we did not have their names (we lacked a 1056 form for this project).

According to the LEA contact, the project affected the local community by providing job training expenses. The program had a financial impact due to additional wage taxes. The project affected the LEA's knowledge concerning local business needs, especially in the high tech area. It also helped improve partnerships (Ben Franklin Partnership) and LEA relations with local businesses.

97-3072: Canoe Manufacturing Company
Schuylkill County Area Vocational-Technical School

The purpose of this program was to train sewing machine operators for the Canoe Manufacturing Company. A new training concept was to be used involving the use of audio-visual instant replay equipment.

A total of $50,131 was allocated for the training of 110 trainees. Fifty (50) of these were upgrades (nine white males, one black male, 40 white females) and 60 were new (44 white females, the rest are unknown). According to the LEA contact person, the Office of Employment Security was involved in referral and screening of new trainees. Twelve new employees were also hired to replace those who had been upgraded.

Canoe Manufacturing Company is a privately owned manufacturer of textiles. It employs over 200 individuals and has been characterized as expanding within and experiencing growth. They became aware of the Customized Job Training program through the LEA.

We received responses from seven of the 17 trainee questionnaires we sent out (41%). Three of these stated that they had not participated in the training program. A fourth wrote a note that she was not enrolled in the program and that the questionnaire is premature because the program just started. Of the remaining three, one was from a white female who had been unemployed for more than a year preceding the training program. Her last previous job was as a part-time cashier making $3/hour. Subsequent to training, she became a Sewing Machine Operator and was paid $5.11/hour. She feels that the training program was good, hekped her to improve her job performance and to get better pay. Another trainee, a Video Engineer, felt that the training helped to improve his job performance but not his salary. He felt the need for some more training. The last response was from a trainee who felt the training helped her to keep her job, improve her job performance and get better pay. Interestingly, she made $4.25/hour on her last previous job as a Sewing Machine Operator and is now making $3.65/hour. She thought the program was good and she doesn't feel the need for further training.

The training program was conducted by the firm and an outside consultant. The LEA contact person felt that it had a perceptible financial impact on the local community because there are more people working. It has increased the LEA's knowledge concerning local business operations and needs, and its relations with a local business. In addition it has helped improve the LEA's relations with other businesses and agencies.

97-3074: R.R Donnelly and Sons Company/ K & B Printing
Lancaster County Area Vocational-Technical School

The purpose of this training is to teach ten employees trouble-shooting techniques for new equipment which is being purchased.

$1435 was allocated to upgrade three white males for the positions of two Pressman and one Assistant Pressman.

This project was part of the same training programs described under 97-3047 and 97-3060. The reader is referred to those descriptions for further information.

SUMMARY

Looking over the information we obtained concerning the 58 Customized Job Training Programs, we note that the money seemed to have been generally, more effectively spent on upgrade training whose claims are relatively modest. That is, the projects involving relatively few upgraded trainees seemed to have been the most successful with respect to satisfying those who were trained.

The Customized Job Training Program of course, involves features other than the creation and saving of employees jobs, however. It is in this area that we find the responses of LEA contact persons most helpful. For even those perceived as unsuccessful in creating or saving jobs may have resulted in the initiation of positive collaborations betweem LEA's and local businesses and or with other community agencies. Other features which must be assessed include "ripple effects" upon the local economy and changes in the relationships between the private sector and local educational institutions.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

The central purpose of this study was to examine Pennsylvania's Customized Job Training Program, 1982-83. Questions were posed in the initial chapter relating to the impact of the CJT program upon:

Clients (Trainees)
Business/Industry (Firms)
Local Education Agencies
Local Communities and the Commonwealth of Pennsylvania

Research methodology essential to gathering data to answer the questions was identified. Furthermore, a commitment was made to identify approximately 20 exemplary projects.

This chapter is devoted to a review of the impact of Pennsylvania's CJT Programs, 1982-83 based on the analysis in Chapters II, III, and IV. Specifically, it has six sections. The first five are conclusions based on the findings and the sixth is recommendations.

Impact on Clients (Trainees)
Impact on Business/Industry (Firms)
Impact on Local Education Agencies (LEA's)
Impact on Local Communities and the Commonwealth of Pennsylvania
Exemplary Projects
Recommendations

IMPACT ON CLIENTS (TRAINEES)

This information is derived primarily from Chapter III of this impact study. It is based upon state records and responses to a questionnaire sent to

342, or 17.5% of the 1,952 trainees. Data are based upon a return from 131, or 38.30% of those in the sample. Special emphasis is on th 96, or 73.28%, that indicated participation in a CJT program.

1. Trainees recieved employment - 97.92% were employed by the firm after CJT.
2. Trainees recieved long term employment - 77.08% of the trainees continued to be employed by the firm from 6-18 months after CJT.
3. Trainees recieved new employment - 38.64% were unemployed prior to CJT.
4. Trainees in many cases recieved jobs after lengthy unemployment - 64.86% of the unemployed had been out of work for more than four months.
5. Trainees were able to keep a job, get a job or get a better job - 67.71% cited those impacts.
6. Trainees improved job performance - 61.46% indicated this.
7. Trainees recieved better pay - 72.41% noted this.
8. Trainees considered the CJT to be excellent or good - 77.08% reported this.

IMPACT ON BUSINESS/INDUSTRY (FIRMS)

These data are derived from Chapters II and IV of this impact study. The information related to 47 Pennsylvania firms that participated in 58 CJT projects in 1982-83.

1. Firms participated in entry-level training - 27, or 46.55%, of the CJT programs were in this category.
2. Firms provided participants in upgrade training with entry-level replacements - ten , or 17.24%, of theCJT projects reported this.

3. Firms participated in upgrade training for new technology - 5, or 8.62%, noted this.

4. Firms provided combined training programs of entry-level and upgrade for new technology - 3, or 5.17%, did so.

5. Firms provided combined training with entry-level replacements and upgrade training for new technology - 4, or 6.90%, were in this category.

6. Firms provided entry-level and both kinds of upgrade training - 9, or 5.52%, reported on those types.

7. Firms throughout the state participated in CJT - 25 were in Southeastern Pennsylvania, 15 in Northeastern and East Central Pennsylvania, 10 in Central and Southwestern Pennsylvania, and 8 in Northwestern and West Central Pennsylvania.

8. Firms of varying sizes participated in CJT - the number of employees varied from four in the 1-20 range to 20 in the over 200 category.

9. Firms of many types participated in CJT - they were old, new privately owned, corporately owned, etc.

10. Firms saved jobs by new technology - 21, or36.21% of the projects did so.

11. Firms were directly involved in training - 40,or 68.97%, of the firms had the major role in instruction.

12. Firms conducted CJT at their locations - 43, or 74.14%, of the 58 projects used their sites solely,or inpart, for the training.

13. Firms recruited trainees for the CJT - they notified 69.79% of the trainees who responded.

14. Firms used services of the Office of Employment Security in CJT - OES was used 20 times for referral and 17 times for screening.

15. Firms initiated CJT programs - 20, or 34.48% of them did so.

16. Firms became aware of CJT through Local Education Agencies - this took place in 26, or 44.83% of the projects.

17. Firms identified pre-requisites for trainees - this was in 12, or 30.77% of the 39 projects that included this type of training.

IMPACT ON LOCAL EDUCATION AGENCIES

Theprimary sources of data for this section are the responses to the local education agency questionnaire as reviewed in Chapter II. Among the main impacts on the LEA are the following:

1. Five types of LEA's participated in economic development through CJT - there were seven Community Colleges, 16 AVTS, seven School Districts, 1 Intermediate Unit, and 1 Private Vocational School.

2. LEA's took a leadership role in CJT awareness - they informed firms of the opportunity in 26, or 44.83% of the 58 projects.

3. LEA's took the initiative in CJT - they developed 30, or 51.72% of the projects.

4. LEA's built upon existing curricula and developed new ones _ this was reported in 26 instances.

5. LEA's increased knowledge of local business operations - this was cited in 40 cases.

6. LEA's improved relationships with local businesses - this

took place in 36 projects.

7. LEA's made a commitment to CJT - 23, or 39.66% of theLEA contact persons allocated 41% or more time to CJT.

8. LEA's monitored CJT programs - 31, or 65.96% of the 47 respondents noted an on site visit for follow-up purposes.

9. LEA's regard the CJT positively - those active in 44, or 75.86% of the 58 projects responded that they plan to continue in CJT programs.

IMPACT ON LOCAL COMMUNITIES AND COMMONWEALTH

As reported in Chapter II, the principal sources of information for these data were the questionnaires from the LEA contact person who responded. The main impacts are:

1. CJT projects had a favorable impact on the local community and Commonwealth - 41 respondents indicated a positive effect.

2. CJT projects resulted in a "ripple effect" - this was reported for 15, or 25.86% of the projects.

3. CJT programs helped the local and state tax bases - expansion and new hires were cited in 26, or 44.83% of the cases.

4. CJT improved collaboration between local and state agencies - for example, the Office of Employment Security was involved in the referral process 20 times and in the screening process 17 times.

In addition to thoes noted above, the positive impacts reported for trainees, firms, and LEA's also had a desirable effect on the locl communities and Commonwealth.

EXEMPLARY PROJECTS

Descriptions of the 58 CJT projects were developed on the basis of all available data and presented in case studies in Chapter IV. The research team examined them for exemplary status and suggests that 18, or 31.03%, of the 58 projects are outstanding in one or more respects. This treatment of the findings is in the form of a brief description of those 18 projects and the reasons they are considered exemplary. They are grouped in the six categories identified in Chapter IV.

ENTRY-LEVEL TRAINING ONLY

The seven entry-level projects of the 27 projects in this category, and the reasons the research team considered them exemplary are:

1. 97-3029: Ginter Welding
Clearfield County AVTS

This existing, privately owned, manufacturing firm is expanding within Pennsylvania by creating a new product, vehicular trailers. It is considered exemplary because the Office of Employment Security screened the trainees who are expected to become lead employees when the manufacturing work force expands.

2. 97-3036: Charles of the Ritz
Northampton County Area Community College

This corporately owned firm is involved with warehousing and order packaging of cosmetic lines. Charles of the Ritz is investing $9.5 million in a new warehouse/distribution center. The project is considered exemplary because all 80 trainees, screened and referred by the Office of Employment Security, have been employed full-time by the firm. Furthermore, the project created a "ripple effect" when a security firm serving Charles of the Ritz in New Jersey opened a Pennsylvania office and plans to expand.

3. 97-3039: Shared Medical Systems
Delaware County Community College

This new, high tech industry provides comprehensive, integrated information services and delivery systems to the health care industry. It is experiencing growth and conducted the training project as a result of a new facility and business expansion at corporate headquarters in Malvern, Pennsylvania. The project is exemplary in that the firm has since created additional jobs by renting space at an adjoining corporate park. (Note: the firm also had another project, 97-3056, but more trainees were involved in 97-3039.)

4. 97-3043: Maytown Shoe Manufacturing Company, Inc.
Lancaster County AVTS

A privately owned firm expanding within Pennsylvania, Maytown Shoe Manufacturing Company, Inc. is creating a new product, custom shoes. It is considered exemplary because of close collaroration with the Office of Employment Security, The Private Industry Council, the CETA (now JTPA) office, and the Lancaster AVTS (Another project, 97-3025 was done by the firm, but it involved only two trainees.)

5. 97-3053 UARCO Corporation (York Tape and Label)
Lebanon County AVTS

This corporately owned firm is experiencing capital expansion. Training was in the operation of a new high speed printing press whic produces custom pressure sensitive business forms. It is exemplary in that the training was successful and that the firm plans to train additional employees for expansion with private funds.

6. 97-3061: New Corp. Industries
Kane Area School District

The new, corporately owned firm from Italy prepared workers to operate a new saw mill in Kane, Pennsylvania. It is exemplary in that the training network included a marketing forester from Pennsylvania's Department of Enviornmental Resources. Futhermore, the project engendered friendly and cooperative attitudes with the school system. In addition, the saw mill will have a "ripple effect" by creating about 100 new forest worker jobs.

7. 97-3081: Chocolate Cornucopia
Northampton County Area Community College

Privately owned, this firm manufactures molds and does mail orders of candy making supplies. It is exemplary because it uses high technology advances within the field and created a progressive modern business in a depressed area. Furthermore, all of the trainees had been unemployed.

UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT

Three of the ten projects in this category are considered exemplary by the research team. The project numbers and the reason for favorable distinction are as follows:

1. 97-3045: Cannondale Corporation
Chestnut Ridge School District

Cannondale Corporation is a corporately owned producer of camping and other recreational equipment. The training prgram involved Gas Tungsten Arc Welding for introducing a new product (aluminum to build bicycles). It is judged exemplary because it created 25 other jobs directly related to the product line. Furthermore, it resulted in changes in the secondary school curriculum offerings as well as fostering cooperation among the firm, LEA, and the Office of Employment Security.

2. 97-3078: General Kinetics, Inc.
Greater Johnstown AVTS

A corporately owned firm that fabricates metal, General Kinetics, Inc. is experiencing growth. It is exemplary in that the new persons hired were recruited through the Office of Employment Security and that the state records indicated that they had been on public welfare.

3. 97-3087: Rabbit Software Corporation
Delaware County Community College

This new, privately owned company produces software that enables microcomputers to be used in conjunction with mainframe computers. It is exemplary in that it advanced a high tech firm's expansion and that the publicity generated from the project attracted other firms to the LEA for training needs.

UPGRADE FOR NEW TECHNOLOGY

Three of the five projects in this category are considered exemplary for the reasons set forth below along with the identification of the firms.

1. 97-3038: James River-Dixie Northern, Inc.
Northampton Area Community College

This corporately owned manufacturer of plastic and paper expended $5 million by relocating to a new facility. It is exemplary because it is high tech related and part of a plan that saved 320 jobs. In addition, a "ripple effect" exists because it is now having parts manufactured locally and warehousing replacements for all plants are stored at this site.

2. 97-3064: TYK Swank Refractories Company
Altoona AVTS

The firm which is under the new ownership of a Japanese based company, is upgrading employees because of a high tech innovation in making refractory products. A strong recommendation for exemplary status was made by the LEA contact person who considered this project as a "true CJT program designed to help a company get back on its feet."

3. 97-3067: Lehighton Electronics, Inc.
Lehigh County Community College

This corporately owned electronics manufacturing company needed trained employees to handle high technology manufacturing for export sales. The project is exemplary, not only for its high tech orientation, but because it saved 29 jobs.

COMBINED TRAINING PROGRAM: ENTRY-LEVEL AND UPGRADE TRAINING FOR NEW TECHNOLOGY

Of the three projects in this category, the following one is considered exemplary.

1. 97-3037: Mead Products, Inc.
Huntingdon County AVTS

This is a corporately owned paper manufacturing and processing firm that purchased two new German machines to update the technology of paper conversion. It is exemplary for its high tech component, and for its relationship to local area vo-tech and high school educational improvements.

COMBINED TRAINING PROGRAM: UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT AND UPGRADE TRAINING FOR NEW TECHNOLOGY

Two of the four projects in this category are considered to be exemplary. They are:

1. 97-3026: General Electric Company
Mercer County AVTS

General Electric, a corporately owned firm with a plant in Grove City, Pennsylvania, is investing approximately $100 million for new facilities and equipment. Fourteen entry-level positions were created to fill jobs that have been upgraded. The project is exemplary because of the significant impact on the LEA including a gift by GE of an "N.C." machine. In addition the LEA plans to hire a new full time employee who will work exclusively with GE in its training plans. (A related project, 97-3031, was conducted for similar reasons.)

2. 97-3058: Bethlehem Steel Corporation
Harrisburg Area Community College

Bethlehem Steel Corporation, a privately owned firm added a $90 million continuous casting facility to its plant in Steelton, Pennsylvania. In addition to saving jobs at the firm, two LEA instructors who had been unemployed or working decreased hours were rehired for the training program. It is exemplary because new curricula, new staff and consultants were hired. Furthermore, the LEA used a lease purchase to expand its potential for future training.

COMBINED TRAINING PROGRAM: ENTRY- LEVEL, UPGRADE TRAINING WITH ENTRY-LEVEL REPLACEMENT AND UPGRADE TRAINING FOR NEW TECHNOLOGY

Of the nine projects in this category, two are considered to be exemplary.

They are:

1. 97-3017: Beavertown Weaving Mills
Sun AVTS

Beavertown Weaving Mills is a corporately owned firm that recently added a new building and purchased $1.5 million of new looms. This project upgraded employees in the repair and maintenance of new equipment. In addition to its capital expansion, the project is exemplary because the firm became aware of CJT through the Pennsylvania Industrial Development Authority.

2. 97-3050: Emergycare, Inc.
Erie County AVTS

Emergycare is jointly owned by three general hospitals in Erie, Pennsylvania. Through this project, 31 persons, 26 entry-level and five existing employees, were trained to provide emergency care. The project is exemplary because of the outstanding community involvement and commitment shown by the three hospitals and the LEA.

RECOMMENDATIONS

Based upon findings of this study, the research team makes the following recommendations.

1. The Pennsylvania Customized Job Training Program should be continued based upon its positive impact in 1982-83 upon trainees, firms, LEA's, local communities and the Commonwealth.
2. State officials and legislature should consider additional funding to provide more than the 58 CJT projects sponsored in 1982-83.
3. Appropriate state agencies should seek a broader basis of supportfrom LEA's in that only 32 of them participated in 1982-83.
4. Appropriate state agencies should consider added incentives such as increased overhead allowances to help defray costs of the LEA's.
5. Appropriate state agencies should publicize successful projects such as the 18 exemplary ones identified in this report for possible replication.
6. Intergovernmental and interagency cooperation such as that found in many of the 1982-83 projects should be encouraged in the guidelines and implementation of approved projects.
7. LEA's should be more careful in obtaining correct information from the firms and reporting accurate data on state forms.
8. Firms should inform trainees that they are part of a CJT program sponsored by the Commonwealth.

9. Appropriate state officials should examine the findings of this impact study with regard to building an appropriate data base for future evaluations.

Following this fifth and final chapter are the Appendices which contain appropriate covering letters, questionnaires and a listing of the LEA Contact Persons' names, titles, addresses, and telephone numbers.

EDUCATION
DEVELOPMENT
TRAINING

APPENDIX A

MARK C. NAGY ASSOCIATES • 101 LOCUST GROVE RD., ROSEMONT, PA. 19010

(215) 525-5952

November 28, 1983

Dear Colleague:

The Governor and Legislature of the Commonwealth place a high priority on customized job training as part of economic development in Pennsylvania. To assist them and their staffs in assessing the 1982-83 CTJ Program, the Bureau of Vocational Education of the Pennsylvania Department of Education has contracted with Mark C. Nagy Associates for a first year impact study. A copy of the abstract from the funded proposal is enclosed for your reference. I am confident the the Bureau of Vocational Education will share the results of the study with you.

My Project Associate, Dr. Lynn W. Gregory,and I have conducted research and interviews in Harrisburg regarding the 1982-83 projects. It is essential to our assessment, however, that we review data that only you can provide. Accordingly, I am requesting that you complete the enclosed questionnaire for the project noted at the top of its first page.

Your cooperation is especially important because conditions of the grant preclude the researchers from having direct contact with the firms.

Please respond no later than Wednesday, December 14, 1983 by completing the questionnaire and returning it in the enclosed stamped addressed envelope. A 100% return is essential, and I hope you will cooperate in this survey and any necessary telephone follow-up.

If you have any questions relating to the questionnaire or the impact study please call Dr. Gregory at (215) 572-6105.

Thank you very much for your consideration of this request.

Yours sincerely,

Mark C. Nagy

Mark C. Nagy, Proprietor

EDUCATION
DEVELOPMENT
TRAINING

MARK C. NAGY ASSOCIATES • 101 LOCUST GROVE RD., ROSEMONT, PA. 19010

(215) 525-5952

CUSTOMIZED JOB TRAINING PROGRAM: LOCAL EDUCATION AGENCY QUESTIONNAIRE

I. Identification Data

Project Director: Project # 97-
Local Education Agency Name:
Address:

Name of Business or Industry____

LEA Contact Person (if other than Director listed above)____________________
____Phone#____________________

Name of LEA Employee responsible for CJT____________________________________

Job Title____

Percent of time devoted to establishing and maintaining CJT Programs?
____0-10 ____11-25 ____26-40 ____41-60 ____61-75 ____76-100

Percent of time devoted to establishing and maintaining all types of training programs? ____0-10 ____11-25 ____26-40 ____41-60 ____61-75 ____76-100

II. Project Data

1. Was the training project (please check where appropriate)

_____a. Entry level training for positions created as the result of a new business start-up or the expansion of an existing business?

_____b. Upgrade training which provides existing employees with the skills necessary to advance to a higher position within the business and which in turn, creates vacant entry level positions that will be filled by hiring new employees?

_____c. Upgrade training which provides existing employees with skills necessary to adapt to new or altered technology as a result of a major equipment purchase or related capital expansion?

Please explain if none, or more than one, of the above are checked.__________
____.

2. If you checked (1a): (if not, go on to question #3)

a. Why did the firm need entry level employees?____________________________
____

b. Was the Office of Employment Security involved in the referral process? _____Yes _____No

c. Did the Office of Employment Security assist in the screening of trainees? _____Yes _____No

d. Did the LEA help recruit or screen trainees? ____Yes ____No

If Yes, how?____

e. What other agencies or methods were used in recruiting and/or screening?____

f. Were there any pre-requisite competencies required for the trainee? ____Yes ____No If so, what were they?____________________________
____

g. How many were trained?_______________

h. How many of those who completed training were hired by the firm?______

3. If you checked (1b): (If not, go on to question 4)

a. Why, specifically, did the firm want to upgrade these employees?______
____

b. Did the job titles of those employees change as a result of their training? _____Yes ____No

c. Did the trainees' salaries increase as a result of their training? _____Yes _____No

d. Were new employees hired to replace those who were upgraded? ____Yes ____No If yes, how many? ______ From where were new employees recruited?____

4. If you checked (1c): (if not, go on to question 5)

a. Why, specifically, did the firm want to upgrade these employees?_______
____

b. Please explain the nature of the altered technology, the major equipment purchase, or capital expansion that resulted in the training need.____
____

c. Did the job titles of the trainees change as a result of the training? _____Yes _____No

d. Did the trainees' salaries increase? _____Yes ______No

e. Were the trainees' jobs saved? _____Yes _____No

5. Has there been any follow-up since submission of your final 1056 report to PDE. re: whether the trainees are still employed by the firm? _____Yes _____No If so, how many are currently employed there? ______ How many full time?______ How many part time? ______

III. Business Data

6. What kind of business does the firm conduct? ______________________________
____

7. How many employees does it have? _____0-25 _____26-50 _____51-75 ____76-100 ____101-125 ____126-150 ____151-175 ____176-200 _____over 200

8. Would you characterize the business as: (check all that apply)

_____privately owned _______corporately owned ______new industry

_____old industry ______expanding within _____expanding to other facilities

_____experiencing growth _____new ownership _____relocating to Pennsylvania

8. (Continued)

_____relocating within Pennsylvania _____experiencing reorganization

_____high tech ______creating a new product (software, etc.)

_____employee owned and operated

_____introducing a new process or concept to the industry (Pleasespecify)

____

_____other (please specify)____

9. Are you aware of any "ripple effect" created as a result of the changes this firm has effected within the local business community? (for example, were other jobs external to the firm in question created through business expansion or new business)? Please explain________________________________

____

10. How did the firm become aware of the program?______________________

____

IV. Community Data

11. Did the customized job training project affect the local community?
_____Yes ____No In what ways?_____________________________________
____

12. Were related businesses or industries attracted to the area as a result of the training program? _____Yes _____No

13. Did the program have a perceptible financial impact, such as improvement of the tax base, upon the local community and Commonwealth? ____Yes ___No
Please explain ____
____

V. Local Education Agency Data

14. What role did the LEA play in the development and implementation of the project?
    a. Did the LEA or the business firm initiate the proceedings? ___LEA___Firm
    b. Who conducted the training? (Check all that apply) ____LEA only;
    _____LEA and Firm _____Firm only; _____outside consultant
    _____equipmant manufacturer; _____vendor; _____other; Please specify
    ____
    c. Where did the training take place? _____LEA Facility _____Firm,
    ______Other, please specify__________________________________
    d. If the LEA was involved in the training did you:

    Use existing curricula?____Yes ___No
    Develop new curricula? ____Yes ___No
    Hire new staff? ____Yes ____No
    Hire consultants to advise you concerning curricula? _____Yes ____No
    Hire consultants to conduct training? _____Yes _____No
    Take advantage of any lease purchase equipment or software to expand LEA's potential for further training? _____Yes ____No If yes please specify ____

14. (Continued)

e. How long did it take you to develop the training plans for the project? ______days ______weeks ______months

15. Has the experience resulted in any changes in secondary and or/post-secondary curricula offerings? _____Yes _____No (please explain)__________

____

16. What are your perceptions concerning the effects this program has had on the Local Education Agency?

a. Has it increased the LEA's knowledge concerning local business operations and needs? ____Yes ____No (please explain)__________

____

b. Has it changed the relationships between the LEA and local businesses? _____Yes _____No (please explain)__________

____

c. Did the LEA's improve partnerships or collaboration with other businesses, industries, LEA's, government agencies, etc., as a result of the funded programs? _____Yes _____No (please explain)

____

17. Has the LEA done anything to insure that the business firm is living up to the terms and conditions of their contract with respect to capital investment and expansion of their work force? _____Yes _____No (please explain)

____

18. Do you plan to continue to participate in CJT Programs? _____Yes _____No
Why or why not?__________

19. As part of our impact study, we must choose twenty exemplary projects. Do you think this particular project would qualify for exemplary status? _____Yes _____No Why or why not?__________

____

Do you think it could be adopted or adapted elsewhere in the Commonwealth?

_____Yes _____No (please explain)__________

____

20. Any other information or ideas concerning this project you feel might help us to assess the impact of this program?

Thank you for your cooperation.

APPENDIX B

EDUCATION
DEVELOPMENT
TRAINING

MARK C. NAGY ASSOCIATES • 101 LOCUST GROVE RD., ROSEMONT, PA. 19010
(215) 525-5952

December 30, 1983

Dear Fellow Pennsylvanian:

Mark C. Nagy Associates is doing a research project of the training program identified on the enclosed questionnaire. We are doing the study for the Commonwealth of Pennsylvania. We need some information that only you, and others who received the training can give. The information you provide will be treated confidentially and used only for our study.

Hopefully, you are employed by the firm that was part of the training program. If not, you can still provide information that will help Pennsylvania to continue and improve training programs.

A short questionnaire is enclosed. Please complete and return it in the enclosed stamped addressed envelope by January 16, 1984.

Thank you for your consideration of this request.

Yours sincerely,

Mark C. Nagy

Dr. Mark C. Nagy, Proprietor

Dr. Lynn W. Gregory, Project Associate

CUSTOMIZED JOB TRAINING PROGRAM: TRAINEE QUESTIONNAIRE

PROJECT NUMBER_______________ COMPANY NAME_________________________________

KIND OF TRAINING____

WERE YOU ENROLLED IN THE TRAINING PROGRAM NOTED ABOVE? ____YES ____NO
IF NO, PLEASE RETURN THE QUESTIONNAIRE IN THE ENCLOSED ENVELOPE WITHOUT COMPLETING THE OTHER ITEMS.

- -

PLEASE CHECK ONE IN EACH OF THE NEXT THREE LINES.

SEX: ____Male ____Female

Race:____Black ____Asian ____White ____Hispanic ____Other, Please specify______________

AGE: ____18-25 ____26-35 ____36-45 ____46-55 ____56-65 ____over 65

1. WHERE DID YOU HEAR ABOUT THE TRAINING?

____ Company

____ Training School (Community College, Area Vocational Technical School, etc.)

____ Office of Employment Security

____ Welfare Office

____ Other, Please specify____

2. WERE YOU EMPLOYED BEFORE YOU PARTICIPATED IN THE TRAINING PROGRAM? ____YES ____NO
IF YES, ANSWER QUESTION 3 AND SKIP QUESTION 4
IF NO, SKIP QUESTION 3 AND ANSWER QUESTION 4

3. IF YOU WERE EMPLOYED WHEN YOU PARTICIPATED IN THE TRAINING PROGRAM:

   a. What was your job title?______________________________________

   b. What was your salary? ______________________________________

   Was your salary determined? ____by the hour ____weekly ____every two weeks
   ____twice a month ____monthly ____annually

   c. Did you work? ____full-time ____ part-time

   If you worked part-time, how many hours did you work each week?__________

4. IF YOU WERE NOT EMPLOYED WHEN YOU PARTICIPATED IN THE TRAINING PROGRAM:

a. How long had it been since you worked?

____ less than one month	____ 6 months to 1 year
____ 1 to 3 months	____ more than 1 year
____ 4 to 6 months	

b. What was the job title of your last previous job? ________________________

c. What was your salary on your last previous job? ________________________

Was your salary determined? ___ by the hour ___ weekly ___ every two weeks ___ twice a month ___monthly ___ annually

d. Did you work? ___full-time ___part-time

If you worked part-time, how many hours did you work each week?__________

5. DID YOUR TRAINING HELP YOU (CHECK ALL THAT APPLY):

____ a. Get a job?

____ b. Keep your job?

____ c. Get a better job with your company?

____ d. Improve your job performance?

____ e. Other, Please specify____

____ f. None of the above, Please explain_________________________________

____

6. DID YOU WORK FOR THE COMPANY YOU WERE TRAINED TO WORK FOR AFTER THE TRAINING WAS COMPLETED? ____YES ____ NO

a. If Yes, what was your job title?__________________________________

b. If Yes,what was your salary?______________________________________

Was your salary determined? ___ by the hour ___weekly ___ every two weeks ___ twice monthly ___ monthly ___ annually

c. If Yes, did you work? ___ full-time ___ part-time

If you worked part-time, how many hours did you work each week? __________

d. If you did not work for the company you were trained to work for after the training was completed, why not? ______________________________

____

7. DO YOU STILL WORK THERE? ____YES ____ NO

a. If Yes, what is your current job title? ______________________________

b. If Yes, what is your salary? ___________________________

Is your salary determined? ___by the hour ___weekly ___ every two weeks

___ twice a month ___ monthly ___ annually

c. If Yes, do you work? ____full-time ____ part-time

If you work part-time, how many hours do you work each week? ______________

d. If you don't still work for the company that trained you, why did you

leave your job? ____

____

8. DO YOU FEEL THAT YOU NEED MORE TRAINING?

____ Yes, A Lot ____ Yes, A Little

____ Yes, Some ____ No

9. DO YOU FEEL YOUR TRAINING HELPED YOU GET BETTER PAY? ____ YES ____ NO

10. WOULD YOU SAY THE TRAINING YOU EXPERIENCED WAS?

____ Excellent ____ Okay

____ Good ____ Poor

ANY OTHER COMMENTS CONCERNING YOUR EXPERIENCE WITH THE TRAINING PROGRAM?

____

____

THANK YOU FOR YOUR CO-OPERATION

PLEASE RETURN THE COMPLETED QUESTIONNAIRE IN THE STAMPED ADDRESSED ENVELOPE TO:

Dr. Mark C. Nagy
Mark C. Nagy Associates
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Rosemont, Pennsylvania 19010

APPENDIX C

NAMES, TITLES, ADDRESSES AND TELEPHONE NUMBERS OF LEA CONTACT PERSONS FOR EACH PROJECT

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